



# ADS Chapter 101

## Agency Programs and Functions

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**Functional Series 100 – Agency Organization and Legal Affairs**  
**ADS 101 – Agency Programs and Functions**

**Table of Contents**

<b><u>101.1</u></b>	<b><u>OVERVIEW</u></b> .....	<b><u>3</u></b>
<b><u>101.2</u></b>	<b><u>PRIMARY RESPONSIBILITIES</u></b> .....	<b><u>3</u></b>
<b><u>101.3</u></b>	<b><u>POLICY DIRECTIVES AND REQUIRED PROCEDURES</u></b> .....	<b><u>4</u></b>
<b><u>101.3.1</u></b>	<b><u>Agency Creation and Authority</u></b> .....	<b><u>4</u></b>
<u>101.3.1.1</u>	<u>Office of the Administrator (A/AID)</u> .....	<u>4</u>
* <u>101.3.1.2</u>	<u>Office of Global Development Alliances (GDA)</u> .....	<u>4</u>
<u>101.3.1.3</u>	<u>Office of the Executive Secretariat (ES)</u> .....	<u>4</u>
<u>101.3.1.4</u>	<u>Office of Security (SEC)</u> .....	<u>6</u>
<u>101.3.1.5</u>	<u>Bureau for Management (M)</u> .....	<u>8</u>
<u>101.3.1.6</u>	<u>Bureau for Policy and Program Coordination (PPC)</u> .....	<u>23</u>
<u>101.3.1.7</u>	<u>Bureau for Legislative and Public Affairs (LPA)</u> .....	<u>26</u>
<u>101.3.1.8</u>	<u>Office of Equal Opportunity Programs (EOP)</u> .....	<u>29</u>
<u>101.3.1.9</u>	<u>Office of the General Counsel (GC)</u> .....	<u>30</u>
<u>101.3.1.10</u>	<u>Office of the Inspector General (OIG)</u> .....	<u>32</u>
<u>101.3.1.11</u>	<u>Office of Small and Disadvantaged Business Utilization/Minority Resource Center (OSDBU/MRC)</u> .....	<u>39</u>
<u>101.3.1.12</u>	<u>Pillar Bureaus</u> .....	<u>40</u>
<u>101.3.1.13</u>	<u>Bureau for Global Health (GH)</u> .....	<u>40</u>
<u>101.3.1.14</u>	<u>Bureau for Economic Growth, Agriculture and Trade (EGAT)</u> .....	<u>46</u>
<u>101.3.1.15</u>	<u>Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA)</u> .....	<u>58</u>
<u>101.3.1.16</u>	<u>Regional Bureaus</u> .....	<u>65</u>
<u>101.3.1.17</u>	<u>Bureau for Africa (AFR)</u> .....	<u>66</u>
<u>101.3.1.18</u>	<u>Bureau for Asia and the Near East (ANE)</u> .....	<u>70</u>
<u>101.3.1.19</u>	<u>Bureau for Latin America and the Caribbean (LAC)</u> .....	<u>73</u>
<u>101.3.1.20</u>	<u>Bureau for Europe and Eurasia (E&amp;E)</u> .....	<u>75</u>
<b><u>101.3.2</u></b>	<b><u>Overseas Organizations</u></b> .....	<b><u>80</u></b>
<u>101.3.2.1</u>	<u>USAID Bilateral Country Missions</u> .....	<u>80</u>
<u>101.3.2.2</u>	<u>Offices of the USAID Representative</u> .....	<u>81</u>
<u>101.3.2.3</u>	<u>USAID Centers for Multi-Country Programs and Support</u> .....	<u>81</u>
<u>101.3.2.4</u>	<u>USAID Bureau for Democracy, Conflict, and Humanitarian Assistance Presence</u> .....	<u>81</u>
<u>101.3.2.5</u>	<u>USAID Representation Offices</u> .....	<u>81</u>
<u>101.3.2.6</u>	<u>Field Offices of the Inspector General</u> .....	<u>82</u>
<b>*<u>101.3.3</u></b>	<b><u>Overall Organizational Approaches For USAID</u></b> .....	<b><u>82</u></b>
* <u>101.3.3.1</u>	<u>Country Focus</u> .....	<u>82</u>

<u>*101.3.3.2</u>	<u>Allocation of USAID Resources</u> .....	<u>83</u>
<u>101.4</u>	<u>MANDATORY REFERENCES</u> .....	<u>83</u>
<u>101.4.1</u>	<u>External Mandatory References</u> .....	<u>83</u>
<u>101.4.2</u>	<u>Internal Mandatory References</u> .....	<u>83</u>
<u>101.5</u>	<u>ADDITIONAL HELP</u> .....	<u>84</u>
<u>101.6</u>	<u>DEFINITIONS</u> .....	<u>84</u>

## ADS 101 – Agency Programs and Functions

### 101.1 OVERVIEW

This chapter defines the authorities from which USAID operates and provides the necessary policy regarding the Agency's programs, functions, and methods of operations. In addition, the chapter provides the functional statements for all of USAID's organizational units.

### 101.2 PRIMARY RESPONSIBILITIES

- a. The **Administrator** (A/AID) formulates and executes U.S. foreign economic and development assistance policies and programs, subject to the foreign policy guidance of the President, the Secretary of State, and the National Security Council. Under the direct authority and foreign policy guidance of the Secretary of State, the Administrator serves as a principal advisor to the President and the Secretary of State regarding international development matters. He/she administers appropriations made available under the Foreign Assistance Act of 1961, as amended and supervises and directs overall Agency activities in the U.S. and abroad.
- b. The **Assistant Administrators** (AAs) of the Bureaus administer programs within delegated authorities and in accordance with policies and standards established by the Administrator.
- c. The **Director, Office of Equal Opportunity Programs** (EOP) serves as the Agency's Equal Employment Opportunity Officer and advises on all aspects of equal employment opportunity. In addition, the Director formulates policy and supervises the administration of equal opportunity programs and activities to assess the effectiveness of Agency implementation efforts.
- d. The **General Counsel** (GC) serves as the Agency's Chief Legal Officer, providing legal advice, counsel, and services, and ensures that USAID programs are administered in accordance with legislative authorities.
- e. The **Inspector General** (OIG) serves as the principal advisor regarding matters affecting the integrity of Agency operations.
- f. The **Director, Office of Small and Disadvantaged Business Utilization/ Minority Resource Center** (OSDBU/MRC) serves as the principal Agency advisor regarding U.S. small and disadvantaged enterprises utilization in USAID-financed development assistance activities and programs.
- g. The **Director, Office of Security** (SEC) serves as the Agency's Senior Security Official and advises on all aspects of security. He/she formulates policy and administers the USAID security program.

## **101.3 POLICY DIRECTIVES AND REQUIRED PROCEDURES**

### **101.3.1 Agency Creation and Authority**

The Foreign Affairs Reform and Restructuring Act of 1998, as contained in Public Law 105-277, abolished IDCA and established the U.S. Agency for International Development as an executive agency effective April 1, 1999. The President delegated to the Secretary of State in Executive Order 12163 authority for foreign assistance programs authorized in the Foreign Assistance Act. The Secretary delegated to the Administrator of USAID authority for USAID programs in State Department Delegation of Authority No. 145, as amended March 31, 1999.

#### **101.3.1.1 Office of the Administrator (A/AID)**

The **Office of the Administrator (A/AID)** for USAID provides overall direction to the Agency in its administration of the U.S. foreign economic assistance programs and the appropriations made available for such purposes under the Foreign Assistance Act of 1961, as amended.

#### **\*101.3.1.2 Office of Global Development Alliances (GDA)**

\*The **Office of Global Development Alliances (GDA)** leads the GDA initiative, institutionalizing it within USAID, and provides support and services to Agency staff and [partners](#) working on developing strategic alliances. The Office supports and guides internal and external advocacy efforts; provides technical assistance, including the dissemination of "best practices," through training and other methods, and "due diligence" research on prospective alliance partners; and actively liaises with traditional and non-traditional partners, particularly the corporate community, to stimulate outreach. The Office resolves procurement, legal, and policy issues related to institutionalizing the GDA business model; creates and implements a fair and efficient process to allocate resources; and directs assessment/ research/reporting activities.

#### **101.3.1.3 Office of the Executive Secretariat (ES)**

The **Office of the Executive Secretariat (ES)** performs the following functions:

- a. Facilitates and expedites the decision-making process for USAID. ES serves as a channel of communication between the Office of the Administrator and Agency senior staff and serves as the focal point for the Administrator on matters requiring consideration, proper coordination, decision, or other action. ES is the primary communicator of the Administrator's decisions, views, and management style.
- b. Provides staff assistance to ensure that the Administrator receives information and recommendations needed to make informed and timely

\* An asterisk indicates that the adjacent material is new or substantively revised.

decisions on Agency policy, programs, and management; to defend those decisions in Executive Branch, congressional, and public forums; and to respond to inquiries from the Congress and the public regarding Agency policies, programs, and management of U.S. Government funds.

c. Manages the USAID duty system for ensuring round-the-clock response to emergencies and urgent requirements.

d. Serves as the designated USAID official authorized to accept service of notice in legal actions against USAID or any USAID officer serving in an official capacity.

e. Reviews Agency-prepared documents going to the Administrator and Deputy Administrator, ensuring that the information supplied is sufficient for decision-making or briefing purposes, that the views of concerned Bureaus and Offices have been incorporated, and that the documents are appropriately structured. ES serves as the official channel for the transmission of documents, including information and recommendations from USAID to the White House, the National Security Council, the Department of State (DOS), and other government departments and agencies.

f. Identifies matters or problems that require the attention of the Administrator or Deputy Administrator and alerts them accordingly. ES also initiates action to resolve issues at the Bureau/Office level and raises irreconcilable issues to the Administrator or Deputy Administrator for a decision.

g. Coordinates preparation for official travel and foreign visits by the Administrator and Deputy Administrator.

h. The Correspondence Analysis and Control Team serves as the Agency's executive communications center for the receipt, control, review, and dispatch of all written communications to and from the Administrator and other senior staff. This team also maintains systems for tracking and follow-through on action assignments and for identifying, locating, and retrieving the Agency's executive communications; develops Agency standards and instructions governing the preparation and handling of executive communications; and serves as the Agency's Top Secret document control point.

i. The Secretariat Support Team provides assistance and support to A/AID, other elements of ES, and the Agency; communicates and confirms assignments or actions personally directed by the Administrator or Deputy Administrator; reviews and edits reports to the White House, Congress, the Office of Management and Budget (OMB), and Department of State (DOS) when prepared for the Administrator's or other designated Agency officials' signature; provides administrative, management, budget/financial, and automated information

systems support services for A/AID and ES; and provides chauffeur and messenger services.

#### **101.3.1.4 Office of Security (SEC)**

The **Director of Security (SEC/OD)** provides centralized security support to the Agency and, with the exception of unclassified automated systems security, supervises, directs, and controls all security activities relating to the programs and operations of USAID. He/she advises the Administrator and USAID senior staff on all security matters; develops and publishes security policy for USAID in accordance with Public Laws, Executive Orders, appropriate Department of State regulations and the direction of the Administrator of USAID; and administers a program of centralized security support to USAID operations worldwide, including Overseas and Domestic Physical Security, National Security (classified) Information, and Personnel Security. SEC serves as a key participant in the defense of the Agency's security resource requests before the Office of Management and Budget (OMB) and the Congress. In addition, SEC ensures that appropriate liaison with the Department of State Bureau of Intelligence, Bureau of Research, and Bureau of Diplomatic Security is conducted on a daily basis and, in addition, SEC/OD serves as the USAID focal point on security matters when dealing with heads of all security, intelligence, and law enforcement agencies and offices throughout the Federal government, including the negotiation of operating agreements with intelligence, law enforcement, investigative, and security agencies for the performance of security-oriented, investigative services for USAID. SEC/OD also serves as the senior Agency official responsible for implementation of Executive Orders 12968 – Access to Classified Information, 12958 – Classified National Security Information, and 12829 – National Industrial Security Program and serves as Chairman of the Security Clearance Review Panel.

The Office of Security is divided into two Divisions. The functional statements of each Division follow.

- a. The **Personnel, Information and Domestic Security Division (SEC/PIDS)** develops policies, criteria, and procedures for USAID regarding the scope and conduct of personnel security investigations as prescribed by applicable statutes and regulations. SEC/PIDS conducts, controls, and directs worldwide personnel security investigations, periodic reinvestigations, and evaluations of the suitability, integrity, and loyalty of USAID and OPIC employees, prospective employees, and contractors and their employees. This Division also investigates complaints of personal misconduct of significance to the continuation of employment and retention of security clearances. SEC/PIDS provides counterintelligence support services including briefings, debriefings, coordination of Technical Surveillance Countermeasures (TSCM) requirements at USAID facilities, and investigations involving USAID direct-hire employees and USAID contractors and their employees.

SEC/PIDS provides the Director, Office of Human Resources (M/HR), who has primary responsibility for decisions as to appropriate actions in suitability cases, with information on significant suitability and employability factors developed during investigations. The Division provides the Office of the Director of Security (SEC/OD) with significant security issues, which are developed during investigations, and makes appropriate recommendations.

It develops and maintains effective liaison with counterpart officers in the U.S. Office of Personnel Management, the Federal Bureau of Investigation, the Department of State's Bureau of Diplomatic Security, and other appropriate Government agencies. The Division develops policies, criteria and procedures for USAID governing the preparation, handling, and protection of classified national security information as prescribed by statute, Executive Orders, other regulations, and/or USAID policy. SEC/PIDS arranges for appropriate security coverage for USAID classified conferences within the United States. The Division also conducts all operations of the Agency's Classified Document Center (CDC).

SEC/PIDS satisfies all reporting responsibilities to the Information Security Oversight Office (ISOO) under the appropriate Executive Order. In this connection, SEC/PIDS develops and implements the USAID inspection program to detect and report security classification abuses. SEC/PIDS administers the USAID security violation program. The Division administers the USAID identification card program; coordinates with the Department of State's Bureau of Diplomatic Security concerning matters involving USAID employee access to the Department of State; and develops and conducts security orientation training for USAID.

SEC/PIDS administers the USAID domestic physical security program; develops policies, criteria, and procedures for USAID regarding the protection of classified material from compromise; and provides physical security safeguards in USAID/Washington for information, personnel, and facilities. In conjunction with the General Services Administration, SEC/PIDS manages the guard program in USAID-controlled buildings in USAID/Washington.

b. The **Physical Security Programs Division (SEC/PSP)** manages the USAID overseas physical security program. SEC/PSP also exercises primary responsibility within USAID for the design, installation, and oversight of security systems to counter terrorist attacks and other acts of violence against USAID facilities and personnel. The Division administers an emergency, voice-radio communications program to support USAID operations overseas; manages an armored vehicle program to support USAID operations at specified posts with sustained terrorism threats; and maintains the SEC logistics and repair facility in the U.S. to support USAID physical security, communications, and armored vehicle projects. SEC/PSP develops USAID policy promulgating physical



security standards in accordance with the Omnibus Anti-Terrorism and Diplomatic Security Act of 1986; and provides USAID with guidelines to implement an effective USAID security program with emphasis on the protection of personnel, office facilities and employee residences, and the employment of appropriate countermeasures to mitigate vulnerabilities.

SEC/PSP conducts security inspections of USAID facilities overseas to ensure compliance with Overseas Security Policy Board standards and joint foreign affairs security regulations. In concert with USAID officials, the Division initiates appropriate action to correct cited deficiencies; conducts quality assurance evaluations of USAID security systems overseas to ensure they are functioning as designed; arranges for appropriate security coverage for USAID conferences overseas; and arranges and/or provides appropriate security for the Administrator's travel. The Division, as dictated by local threat conditions, debriefs USAID personnel returning from overseas regarding security aspects of their assignment. SEC/PSP develops and conducts security awareness training for USAID employees in all matters pertaining to the protection of personnel, facilities, and classified national security information; coordinates special briefing requirements with other U.S. agencies and departments for USAID personnel destined for overseas assignments; and develops and maintains liaison with counterpart security and intelligence agencies to ensure acquisition of threat and activity information necessary to support Agency decisions regarding overseas activities. The Division also conducts appropriate briefings for Agency personnel to support decision-making.

#### **101.3.1.5 Bureau for Management (M)**

The Assistant Administrator for Management (AA/M) provides centralized program and management support services for the Agency. The Bureau is divided into the following organizational units.

- a. The **Office of the Assistant Administrator (AA/M)** serves as the Agency's principal advisor on matters relating to management and administration. AA/M houses an Assistant Administrator and two Deputy Assistant Administrators who oversee and provide general policy and direction to subordinate Management Bureau offices. AA/M administers a program of centralized support for Agency operations worldwide that include personnel management, accounting and finance, management policy, control, and audit coordination, administrative services, procurement policy and operations, information resources management, and overseas support, as well as encouraging business systems modernization throughout the Agency. In addition, AA/M ensures the integrity of administrative, financial, and information resources management operations, is the Agency's designated Chief Information Officer (CIO), and oversees the Chief Financial Officer (CFO) and the Procurement Executive.

b. The **Overseas Management Staff (M/OMS)** supports the management functions that underpin USAID's field offices overseas and are generally managed by Backstop 03, Executive Officers. In that effort, M/OMS serves as business advisor to AA/M and M Bureau Offices in promulgating sound management choices. It represents the field at senior and working levels with several organizations outside USAID regarding numerous administrative management issues that impact field offices; represents USAID at the Interagency Working Group of the International Cooperative or Administrative Support Services (ICASS) to ensure equity in financial and administrative dealings with State and other agencies participating in ICASS; and represents the Agency with the Department of State, Bureau of Administration, to ensure that USAID operational management standards and needs are represented in interagency regulations and procedures. M/OMS represents field Missions and regional Bureaus with the Department of State, Overseas Building Operations, by providing the appropriate office and residential space needs for employees overseas; and formulates policies on the technical qualifications, recruitment, performance, training, and retention of all Executive Officer (EXO) personnel and recommends assignment of EXOs. M/OMS arranges for coverage of gaps in EXO positions with temporary personnel and oversees and manages the selection, development, orientation, and training of newly appointed EXOs and new entry professionals (NEPs). The Staff provides assistance to geographic Bureaus in opening or closing overseas Missions; evaluates Mission administrative and logistics services through periodic on-site reviews; conducts periodic training for U.S. and FSN staff on operational management topics such as ICASS, motor pool, and warehousing; and works with the field Missions to establish standards, policies, and procedures for overseas Mission operations and for the use of overseas administrative resources. M/OMS provides guidance and support for all administrative management personnel overseas; advises and counsels Missions on the establishment and implementation of enhanced technology and administrative systems; manages overseas nonexpendable property; and serves as the operational manager of the Agency's overseas real property program (FAA 636c) and the revolving fund.

c. The **Program Management Office (M/PMO)** manages all projects and activities that support the Agency and Bureau Business Transformation agenda, including tracking Bureau actions responding to the President's Management Agenda (PMA) and the State/USAID collaboration on joint management issues, particularly Enterprise Architecture and Information and Communications Technology (ICT). This organization reports to the Assistant Administrator for the Bureau for Management, through the Deputy Chief Information Officer for Operations. The Office consists of three divisions.

(1) The **Business Enterprise Architecture Division (M/PMO/BEA)** is responsible, in conjunction with the Department of State (DoS), for establishing and maintaining USAID's Enterprise Architecture (EA)

standards, products and governance processes, including validating requirements for information technology capital investments and ensuring project alignment with USAID's business and Mission objectives. M/PMO/BEA will also support USAID's business system-level joint planning efforts as directed by the USAID and Department of State Joint Management Council.

\*(2) The **IT Systems Modernization & Maintenance Division (M/PMO/ISSM)** performs duties in support of the Chief Information Officer (CIO), Deputy CIOs, and M/PMO, and directs the development and maintenance of USAID's corporate information, communications, and decision-support systems. The Division designs, develops, programs, and implements automated database, information management, and communication systems; and modernizes and develops new IT software, hardware, and network systems for USAID use. It implements the Agency's five-year Information Technology Strategic Plan; assists with periodic evaluations and audits of products, services, and projects; and assists in the review of requirements for services and support.

(3) The **Business Transformation Investment Portfolio Division (M/PMO/BTIP)** is responsible for performing portfolio and project management activities in support of business systems modernization. M/PMO/BTIP monitors and supports the use of project management methodologies, guidelines, tools, and processes by projects.

d. The **Office of Acquisition and Assistance (M/OAA)** oversees the procurement function of USAID. It is comprised of the Office of the Director and eight divisions.

(1) The **Office of the Director (M/OAA/OD)** manages and directs the Agency's Acquisition and Assistance (A&A) system and commodity transportation, including implementation of the unique acquisition and assistance policies, regulations, and standards of the Agency. The Chief Acquisition Officer certifies to the Administrator, through AA/M, that the USAID A&A system meets approved criteria; makes recommendations with regard to the implementation and improvement of the A&A system; coordinates Agency A&A training programs; and leads outreach activities. As Procurement Executive, the Director oversees the Agency A&A Ombudsman function, which provides a liaison point between the Agency and external grantees, contractors, and PVOs to address procurement-related concerns. This Office recruits, trains, and assigns Contracting Officers and Commodity Management Officers. This Office also houses the Agency Competition Advocate, who has responsibility for promoting full and open competition in Agency procurement actions.

\* An asterisk indicates that the adjacent material is new or substantively revised.

(2) The **four Contract Divisions** provide professional advisory and operational support to the technical and program components of the Agency that are related to developing and managing the variety of procurement instruments, including contracts, grants, and participating agency agreements. The four Contract Divisions are listed below.

(a) **Democracy, Conflict Resolution & Humanitarian Assistance Division (M/OAA/DCHA)** provides acquisition and assistance services for the offices in the DCHA Bureau.

(b) **Economic Growth, Agriculture & Trade Division (M/OAA/EGAT)** provides acquisition and assistance services for the offices in the EGAT Bureau.

(c) **Global Health Division (M/OAA/GH)** provides acquisition and assistance services for the offices in the Global Health Bureau.

(d) **GDA, Regional & Other Division (M/OAA/GRO)** provides acquisition and assistance services for the Global Development Alliance, the Administrator's office, Regional Bureaus, the Management Bureau, and other independent offices.

(3) The **Transportation Division (M/OAA/T)** serves as the principal backstop for all issues related to transportation and commodity management. M/OAA/T provides acquisition and assistance services for the offices in the DCHA Bureau and for the Air Force, as requested, and is responsible for administering, developing, and monitoring the policies, regulations, and statutes governing the transportation of commodities financed by USAID and those financed under Title II and Title III of Pub.L. 480. The Division administers compliance with the shipping provisions of the Foreign Assistance Act and the requirements of the Cargo Preference Act. It provides guidance and assistance on the procurement of commodities and implements policies and manages the provision of excess government property to Private/Voluntary Organizations (PVOs).

(4) The **Cost, Audit and Support Division (M/OAA/CAS)** promulgates and implements policies and procedures in the areas of contractor/grantee financial audits, audit resolution, indirect cost and rate agreements, contract closeouts, contractor/grantee novation, and name changes. The Division is responsible for identifying financial audit requirements for Agency contractors and grantees, monitoring the performance of required audits, and for negotiating indirect cost rate agreements. In addition, the Division plans, coordinates, and develops comprehensive operating policies, procedures, and management systems to improve the efficiency and quality of the USAID procurement system.

The Division collects Agency contracts data and submits required reports; manages and operates A&A systems, such as the contract writing system, the audit resolution status system, and the indirect cost rate system; and serves as the focal point for FedBizOpps Notices.

(5) The **Policy Division (M/OAA/POL)** reviews and interprets the Federal Acquisition Regulations (FAR); and develops and issues the USAID Acquisition Regulations (AIDAR), setting forth policy standards, guidelines, procedures, and instructions regarding USAID contracts. M/OAA/POL develops policy and provides advice and assistance on matters concerning contracting for personal services.

(6) The **Evaluation Division (M/OAA/EVAL)** conducts evaluations of worldwide procurement and assistance operations as required to support the Procurement Executive's periodic certifications of the Agency's procurement system. M/OAA/EVAL evaluates contracting requirements of USAID overseas organizations and recommends delegations of authority. The Division also reviews direct and host-country contracts and grants and cooperative agreements for conformance and established acquisition and assistance policies and procedures. M/OAA/EVAL administers the Procurement Management Certification Program and formulates policy on contractor/grantee and marine insurance matters.

e. The **Office of Human Resources (M/HR)** oversees the human resources function of the Agency. It is composed of five subordinate organizations.

(1) The **Office of the Director (M/HR/OD)** houses the principal advisor for human resources and executive-level positions. This Office plans, develops, and manages the administration of human resources for the Agency, in support of the Agency's Strategic Plan. That plan calls for active workforce planning, with the objective of guiding the organization and management of work so that resulting positions, structures, and resource allocations result in effective mission accomplishment. The Office of the Director evaluates and improves the efficiency and effectiveness of Agency personnel operations and systems. It also provides leadership and general direction to the component units of M/HR.

(2) The **Policy, Planning and Information Management Division (M/HR/PPIM)** provides leadership and direction in defining and managing the USAID workforce planning process, in support of the Agency's Strategic Plan requirement for active workforce planning; provides oversight in the use of Agency human resources; manages the Agency's human resources database; and directs the Agency's organizational management program. M/HR/PPIM ensures the currency of HR policy and procedures; receives and approves organizational changes;

coordinates the development and evaluation of all HR policies and regulations, including interagency regulations and procedural issuances; and maintains the HR Automated Directives System (ADS) chapters in both the 100 and 400 Series. The Division serves as the principal advisor on the development and interpretation of policy, legislative proposals, statutes, and regulatory issuances affecting the personnel management systems of USAID. M/HR/PPIM provides personnel policy leadership and direction for all categories of direct-hire staff: Civil Service (CS), Foreign Service (FS), and Foreign Service Nationals (FSNs). It formulates and recommends USAID policy regarding both FSN and Third Country National (TCN) Direct Hire or Personal Services Contract (PSC) employees. The Division also manages the Agency's A-76 and FAIR Act Inventory process. Other responsibilities of the Division include developing and maintaining surveillance over automated HR systems and procedures and coordinating with other units, such as the Bureau for Management, Offices of the Chief Financial Officer and Information Resources Management (M/CFO and M/IRM) on matters involving the automated data portion of the personnel systems and its interface with the automated payroll and accounting systems. Finally, the Division develops and directs the Agency's general human resources support services budget, including staff training and training-related travel, and preparing budgetary documentation, contracts, and related actions necessary to ensure program success.

\*(3) The **Executive and Performance Management Division (M/HR/EPM)** provides leadership and direction for the development and administration of the Agency's personnel and performance management systems. M/HR/EPM develops, manages, and coordinates the program governing the assignment of employees to those positions usually staffed by Presidential, Schedule C, Administratively Determined (AD), Career and Non-Career Senior Executive Service (SES) appointees and Foreign Service (FS and SFS) and General Schedule (GS) employees assigned to Senior Management Group (SMG) positions. In this capacity, M/HR/EPM serves as the primary contact within M/HR to the Office of the Administrator and the USAID White House Liaison. The Division, in conjunction with M/HR/PPIM, coordinates the development of a uniform system of executive-level policies and practices covering promotions, assignments, retirements, and training, within the SES, the SFS, and where applicable, the Executive level. The Division manages SES recruitment and the SMG Selection Panel and assignment processes while also providing continuing advisory and technical services to the USAID Executive Resources Board (ERB) on matters related to SES merit staffing.

The performance management function of M/HR/EPM is responsible for all matters pertaining to the Agency's FS, CS and SES performance evaluation systems. Included within this purview is the administration of USAID's incentive, performance and Presidential award programs, including pay for performance for the SES and the SFS.

(4) The **Labor, Employee Relations and Benefits Division (M/HR/LERB)** provides leadership, direction, and guidance for the Agency on labor and employee relations and benefits administration. The Division adjudicates grievances presented under the Administrative Grievance Procedure, the Foreign Service Grievance System, and the Negotiated Grievance Procedure. M/HR/LERB represents the Agency in grievance appeals before the Foreign Service Grievance Board and arbitrators, before the Federal Labor Relations Authority, the Foreign Service Labor Relations Board, the Federal Service Impasses Panel, the Federal Mediation and Conciliation Service, the Foreign Service Impasse Dispute Panel, and other tribunals concerning cases involving negotiability, unfair labor practices, unit determinations, representation, and negotiating impasses. M/HR/LERB administers provisions of Title VII of the Civil Service Reform Act of 1979 and Chapter 10 of the Foreign Service Act of 1980; is responsible for collective bargaining with employee representatives and for representing the Agency in all matters relating to labor relations; and maintains and administers the labor relations process, the implementation of collective bargaining agreements, and the administration of grievances. The Division also provides oversight for the administration of benefits and medical programs, retirement systems, and the Thrift Savings Plan (TSP).

\*(5) The **Personnel Operations Division (M/HR/POD)** provides leadership and direction in the effective utilization of FS and CS personnel worldwide and places emphasis on sustaining a competent core workforce through career management and assignment of employees consistent with the long-range staffing and workforce requirements of USAID. M/HR/POD is responsible for personnel management programs related to staffing and career development of CS (GS-15 and below) and FS (FS-01 and below) personnel. The Division provides oversight for position classification, advice, and guidance on the classification impact of position management decisions made by the employing organization, and recruitment, including professional entry programs for CS and FS personnel. M/HR/POD manages the USAID Personnel Records Center and maintains official personnel files for GS-15 and FS-01 and below employees. There are three Branches within this Division.

\* An asterisk indicates that the adjacent material is new or substantively revised.

\*(a) The **Foreign Service Branch (M/HR/POD/FS)** is responsible for providing overall management of FS staffing services for all Foreign Service Officers (FSOs) worldwide, excluding SMG employees. This Branch also classifies FS positions overseas, provides grade equivalencies for U.S. Personal Services Contractor (USPSC) requests at GS-14 and GS-15 grade levels, reviews waiver requests for Foreign Service Nationals (FSNs), manages the staffing for the Foreign Service Limited (FSL) program, and processes FS personnel actions.

\*(b) The **Civil Service Branch (M/HR/POD/CS)** is responsible for providing overall CS staffing, classification, and recruitment for CS employees, GS-15 and below. This Branch also provides oversight for position classification and provides advice and guidance on the classification impact of position management decisions made by the employing organizations. In addition, M/HR/POD/CS provides oversight for recruitment and placement through AVUE Digital Services Automated Recruitment System and overall personnel staffing management of Civil Service employees. This Branch manages special recruitment programs such as the Contracting Specialist Intern Program (CSIP), the Presidential Management Fellow (PMF) program and the Persons with Disability Recruitment Program.

\*(c) The **Special Programs Branch (M/HR/POD/SP)** is responsible for FS recruitment, including New Entry Professional (NEP), International Development Intern (IDI), non-career mid-level, CS-to-FS conversion programs, and the FSL program. M/HR/POD/SP manages and provides oversight for the FS Assignments System. This Branch manages special programs, including commissioning, new employee orientation and the Drug Free Workplace Programs. It also provides assignments and performance counseling for FSOs as well as employee counseling and crisis referral services.

(6) The **Training and Education Division (M/HR/TE)** provides leadership and direction to the continuous development of the worldwide workforce in the accomplishment of USAID's global Strategic Goal to remain a premier bilateral development agency. M/HR/TE interprets and implements legislative and executive branch mandates that govern training programs for Federal employees; develops policies and regulations that govern learning and staff development programs for all categories of USAID employees, including FSNs and U.S. PSCs; and represents the Agency on employee learning- and training-related matters. The Division also assesses the learning and training needs of the Agency workforce; designs and implements traditional and selected state-of-the-art training programs and events to enhance the knowledge, skills, and performance of the Agency's workforce; and undertakes training initiatives



in support of the Government Performance Results Act and other Agency reform efforts. M/HR/TE procures and manages equipment, supplies, and facilities in support of employee training programs, including the Agency's headquarters training facility and its employee learning library (Learning Reference Center).

\*f. The **Office of the Chief Financial Officer (M/CFO)** is composed of the immediate Office of the CFO and seven Divisions.

(1) In addition to the responsibilities conveyed by the CFO Act, the **Immediate Office of the CFO (M/CFO/ICFO)** directs USAID financial management operations worldwide; directs the development of financial management information for the Agency strategic plan, annual performance plan, annual performance and accountability report and Congressional Presentation; and, in consultation with the Bureau for Policy and Program Coordination, ensures that reliable, consistent and timely information on program performance is available to meet CFO reporting requirements. The Office represents the Agency in external settings to discuss areas under the CFO's authority, including the General Accountability Office (GAO), Office of Management and Budget (OMB), Department of the Treasury, and the CFO Council; participates as a member of Agency senior management teams such as the Management Control Review Committee (MCRC); and establishes policy guidance and standards for management controls and audit management. In addition, the M/CFO/ICFO ensures quality in the performance of all overseas controller operations, functions and responsibilities; and provides leadership in the assignment process of Foreign Service controller personnel. It also provides leadership in the formulation of policy and operational responsibilities for the Agency's credit programs and serves as the Executive Member of the Credit Review Board. M/CFO/ICFO works with the appropriate staff to create, develop and incorporate advances in electronic commerce, outsourcing linkages, and other innovations into the financial systems of the Agency; and develops policies and guidance on administration and program management. It drafts procedures/guidelines for implementation by the Office of the CFO's component offices; directs and oversees CFO budget preparation, justification, and execution; and serves as the liaison with administrative management staff and human resources management.

(2) The **Financial Systems Division (M/CFO/FS)** manages the development and implementation of USAID's worldwide financial system, Phoenix. M/CFO/FS continually coordinates with the Program Management Office (M/PMO), M/IRM staff, Department of State, Office of Inspector General (OIG), contractors, system owners, etc., as necessary to implement and maintain financial systems. M/CFO/FS provides steady-

state security administration and operational support for Agency financial systems worldwide, including external feeder systems.

\*(3) The **Central Accounting and Reporting Division (M/CFO/CAR)** administers the financial control and reporting, at the appropriation and account level, of all foreign assistance funds appropriated for Agency program activities and operating expenses. These funds include U.S. dollar and foreign currency appropriations as well as special deposit, trust fund, and miscellaneous receipt accounts, Treasury suspense accounts, and funds appropriated to other government agencies serviced by USAID. M/CFO/CAR manages the Agency's automated on-line systems for administrative control of funds, as well as the Standard General Ledger and Accounts Receivable; controls the Cash Journal, the pipeline information system, the Buy American Reporting System, and the foreign currency system; and consolidates the financial information from overseas accounting stations, performing summary accounting functions for the Agency, reconciling all cash accounts with the Department of Treasury, and providing reports to Treasury as required. M/CFO/CAR designates Agency cashiers and certifying officers worldwide; provides collection and disbursing services for the Agency through the USAID/W cashier, and authorizes the write-off of uncollectible claims within the dollar authorities of the Agency. The **Accounting Systems Team (M/CFO/CAR/AST)** houses the credit-funded employees of this Division.

\*(4) The **Washington Financial Services Division (M/CFO/WFS)** serves as the accounting station for USAID/Washington; manages the USAID accruals process and reporting; conducts ongoing reviews for de-obligation of funds; and processes upward adjustments to obligations. The Division processes centrally funded commitments and obligations; prepares Agency-wide spending reports (i.e., Iraq Program and Tsunami reports); processes Bills for Collection; researches and applies collections to obligations and advances; and records incoming reimbursable agreements and collections. M/CFO/WFS processes monthly MACS (Mission Accounting and Control System) closeout; processes incoming Advice-of-Charge reports; records mission obligations and related documents in MACS; and records commitments and obligations for miscellaneous obligations and for payroll. The Division also manages the Agency's direct loan and guaranty programs, including debt collection, rescheduling of debts receivable from both foreign and private borrowers, credit management, and projections of debt receivables for budget purposes. In addition, all U.S. dollars and foreign currency payments received for USAID credit programs are monitored as well as sovereign debtor conformance to Section 620(q) of the Foreign Assistance Act of 1961. The **Credit Team (M/CFO/WFS/CT)** houses the credit-funded employees of the Division.

(5) The **Cash Management and Payment Division (M/CFO/CMP)** maintains the official record of incoming invoices/bills/vouchers and obligations and monitors and obtains administrative approval for headquarters vouchers to ensure delivery of goods and services. M/CFO/CMP controls and monitors the production of the Agency's Washington-to-Mission Advice-of-Charge reports and detail listings; processes requests for stop-payment actions through the Department of Treasury; and provides continuous monitoring and management of cash resources flowing to grantees through cash advances, reimbursements, interagency billings, and Letters of Credit. M/CFO/CMP ensures that U.S. Treasury funds drawn by or disbursed to contractors, other government agencies, and grantees are the minimum necessary to cover current operational costs and demands; issues bills for collection, records refunds, and processes adjustments; administers related follow-up actions; and provides financial accounting for contracts, grants, interagency agreements, and other miscellaneous documents, as required.

(6) The **Payroll Division (M/CFO/P)** manages payroll and provides technical guidance on payroll matters for all USAID direct hires, Foreign Service National (FSN), and Personal Services Contractor (OSC) employees. The Division maintains official USAID payroll records and coordinates with the payroll service provider, USDA's National Finance Center (NFC). M/CFO/P manages the Labor Cost System and an effective time and attendance system, currently the American Electronic Time and Attendance System (AETA).

(7) The **Audit, Performance and Compliance Division (M/CFO/APC)** serves as liaison to the Office of the Inspector General and other staff regarding the development and audit of the Agency's consolidated financial statements. M/CFO/APC leads a coordinated Agency effort to develop the annual Performance and Accountability Report (PAR), required by the Government Performance and Results Act (GPRA) and the CFO Act. M/CFO/APC manages agency-wide implementation of the Federal Managers Financial Integrity Act (FMFIA), including providing staff support to the Agency's Management Control Review Committee (MCRC); develops guidelines for ongoing evaluations; reports on the adequacy of systems of internal accounting and administrative control; and performs risk analyses and assessments of management control activities. M/CFO/APC also manages the Agency's Audit Management and Follow-up Program, which includes serving as the Agency focal point for the analysis, tracking, and follow-up of OIG audits and other reports/reviews. Finally, the Division serves as the Agency's liaison with the General Accountability Office (GAO), providing staff support, scheduling meetings, facilitating the GAO review process at USAID, responding to draft and final

reports, and answering Congressional and other inquiries regarding GAO reports.

(8) The **Financial Policy and Support Division (M/CFO/FPS)** provides a broad array of support to overseas Mission Controller operations, including Foreign Service Officer recruitment, training, and assignments. World-wide assignments are made in conjunction with the Office of Human Resources (M/HR), the geographic Bureaus, and Mission management. M/CFO/FPS is responsible for the formulation of CFO strategic initiatives related to world-wide financial functions and for aligning Mission Controllers' priorities with the CFO strategy, proactively managing financial management modernization initiatives and best practices. The Division establishes training standards and coordinates Controller staff training world-wide; advises Mission Controllers on a wide range of finance-related issues, such as audit management, cash management, methods of payments, and the appropriate uses of U.S. Government funds; and develops and directs a program for assessing Missions' financial operations, internal controls, and financial management capabilities. M/CFO/FPS develops and issues Agency-wide financial management policies and procedures, including the establishment of standard accounting practices. It is responsible for financial policy reviews and guidance to other Agency organizational elements world-wide upon request and in response to specific program or operations issues. Finally, M/CFO/FPS manages the employee credit/debit card program.

g. The **Office of Administrative Services (M/AS)** provides logistical support services and administrative services in USAID/W. It comprises the Office of the Director and three Divisions.

(1) The **Office of the Director (M/AS/OD)** establishes policies, standards, and guidelines for administrative and logistical support services and oversees the development and provision of such services; serves as the Agency's environmental executive, promoting an affirmative program for use of environmentally sound, energy-efficient products; serves as the Agency's Freedom of Information Act (FOIA) and Privacy Act (PA) Officers in accordance with the Federal Privacy Act; conducts long-term planning for Agency facilities and other logistic and administrative support requirements; and administers the occupational safety, environmental health, emergency preparedness, recycling, parking, and metrication programs. This Office also develops and directs the Agency's general administrative support services budget; prepares budgetary documentation and contracts, and performs related actions necessary to ensure program success; manages the Federal Advisory Committee (FAC); and provides leadership and general direction to M/AS.

(2) The **Facilities Management Division (M/AS/FMD)** provides project coordination for construction, space management and design, and relocation/consolidation activities, including moving property and personnel. M/AS/FMD manages real property; acquires, controls, and distributes personal and nonexpendable property; negotiates with private sector organizations and the General Services Administration (GSA) on acquisition and leasing arrangements for USAID/W real property; and advises the senior property official in developing property management policies and programs. The Division provides services for mail distribution, the diplomatic pouch, printing, graphics, and the dissemination of classified documents. M/AS/FMD operates the USAID/W motor pool; develops and implements the USAID/W copy management system and program; administers the Metrochek program; and establishes artistic standards for exhibits, publications, and graphic services, and controls Agency exhibits. M/AS/FMD coordinates the Agency Occupational Safety and Health Program (OSHA); the employee environmental health and wellness program; and emergency preparedness through the development of policies and procedures and providing oversight of these functions. It encompasses the function entailed within the Emergency Preparedness Program, Continuity of Operations Plan (COOP), providing technical guidance and monitoring compliance with government policy.

(3) The **Travel and Transportation Division (M/AS/TT)** establishes USAID travel and the transportation policies, provides policy guidance, and manages the travel of USAID employees and the transportation of personal and household effects. M/AS/TT provides customer service by processing travel authorizations, visas, passports, and personal property claims. M/AS/TT assists employees in arranging for the movement of household effects, consumables, unaccompanied air baggage, and vehicles; manages the Travel Management Center, coordinating the payment system for Government Travel Services; and assists in the shipment of the remains of employees or their dependents who passed away while working overseas or in travel status.

(4) The **Information and Records Division (M/AS/IRD)** provides technical and policy direction and training in the areas of records management, directives development and dissemination, mandatory and systematic declassification, information collection activities, reports and correspondence management, the Privacy Act (PA), and the Freedom of Information Act (FOIA). M/AS/IRD is the central processing point for PA and FOIA requests received by the Agency and for the publication of Agency Federal Register notices. The responsibility of the Federal Advisory Committee (FAC) also falls under M/AS/IRD. Its purpose is to oversee the

establishment, use, management, and termination of the Federal advisory, USAID-chaired inter-agency and internal committees.

h. The **Office of Information Resources Management (M/IRM)** is responsible for the planning, acquisition, management, maintenance, and policy formulation of all information resources and telecommunications operations within USAID. It is composed of the Office of the Director and four Divisions.

(1) The **Office of the Director (M/IRM/OD)** houses responsibility for IRM strategic planning; budget requirements; policy development and promulgation; and program review for programs containing IRM activities. M/IRM/OD exercises responsibility for the coordination, development, management, and oversight of activities required to perform IRM functions; provides Information Systems security engineering functions to support information security throughout the Agency; and provides security guidance and implementation services to IRM IT program and project managers. The Office oversees special audits and projects related to IRM responsibilities, and initiatives related to M/IRM organization and organizational performance, including oversight of operations monitoring, process assurance, quality control, customer satisfaction, security oversight, etc.

(2) The **IT Capital Planning & Financial Management Division (M/IRM/CPFM)** exercises responsibility for formulation, planning, maintenance, supervision, and expenditure of the M/IRM budget; is responsible for portfolio management (including benefits); the IT PBBS plan and capital planning; and provides liaison with other parts of the Agency with IT responsibilities and activities.

3) The **IT Business Operations Division (M/IRM/IBO)** provides program support services to office senior management and operational Teams through the development and implementation of relevant policies and the provision of direct technical advice and support; coordinates the acquisition of Federal Information Processing/Technology (FIP) resources with the Office of Acquisition and Assistance (M/OAA) and maintains inventories of M/IRM's IT resources; and provides core acquisition, development, operations, and consulting contract management. The Division manages M/IRM resource contracts that recruit external technical resources to support M/IRM projects; manages contracts on behalf of M/IRM project teams; and provides project management support, including individual and cross-project management assistance and coordination. M/IRM/IBO provides M/IRM with management support services, i.e., Financial, Property, Human Resources, and Office management; ensures compliance with accessibility to IT for persons with disabilities (Section 508); and assists with communication liaison and

information services between M/IRM and other Agency end-users. The Division serves as the senior M/IRM external liaison with Agency support structures and ad hoc working groups (e.g., Overseas Presence Advisory Office, Hurricane Mitch Task Force, HIV-AIDS Task Force, etc.); and coordinates periodic evaluations and audits of products, services, and projects.

\*(4) The **Enabling Technologies and Integration Division (M/IRM/ETI)** is responsible for establishing and maintaining agency policies, processes, tools, and procedures regarding information technology life cycle, systems engineering, program management, and project management methods activities.

(5) The **Telecommunications & Systems Infrastructure Division (M/IRM/TSI)** manages voice communications operations for USAID/W and information technology activities supporting USAID/W at the desktop level. This Division develops, implements, and supports connectivity between Missions and USAID/W; manages the local area networks (LANs) and electronic mail (e-mail) services; and provides engineering support for global wide-area network infrastructure and connectivity with external services such as the Internet. M/IRM/TSI coordinates, plans, and budgets for the implementation of wide-area network security and for research and development of new information technology products and services. It manages and maintains USAID's central IT operations, e.g., telecommunications, network applications, etc. It also operates the IRM Help-desk and all end-user support functions, and manages the disposal of excess USAID hardware and software.

i. The **Office of Management Policy, Performance and Administration (M/MPPA)** advises and supports the Assistant Administrator, Bureau for Management, and the Program Management Office (M/PMO) in planning, guiding, and assessing USAID's business transformation; communicating with the Bureau for Management (M) and other Agency entities on progress in achieving transformation; and providing administrative and management advice and assistance to M regarding organizational structure, position, and personnel management, office systems and automation, and administrative support services. In addition, M/MPPA prepares the Bureau's annual budget submission, to include implementing the decisions of the AA/M on allocation of resources; authorizes obligating documents; and tracks and monitors obligations, expenditures, and Full Time Equivalencies (FTE) utilization within the Bureau. In fulfilling these functions, M/MPPA develops, analyzes, and disseminates management policies and practices affecting multiple offices, cutting across management areas, or having significant implications for USAID's programs. M/MPPA facilitates the implementation of administrative actions. M/MPPA also develops and implements standards and metrics to assess the impact and

\* An asterisk indicates that the adjacent material is new or substantively revised.

effectiveness of USAID's business services. As appropriate, M/MPPA conducts management studies and evaluations of USAID's organization, business processes, and functions; ensures that business improvements are effectively institutionalized and communicated; and ensures that management policies and procedures support USAID's broader program goals and objectives. M/MPPA also serves as the Bureau diversity coordinator.

#### **101.3.1.6 Bureau for Policy and Program Coordination (PPC)**

The **Bureau for Policy and Program Coordination (PPC)** functions as the Agency's central unit for policy formulation, cross-sectoral integration, and program coordination in the key [sustainable development](#) sectors and humanitarian relief; leads Agency-wide policy formulation on research, [participation](#), and training; and ensures that activities in these cross-cutting areas are coordinated and consistent with the Agency's approved strategic priorities, implementation guidelines, and resource allocation decisions. PPC leads Agency efforts in managing for results; defines and enforces USAID's program and research priorities; tracks results; ensures that budget allocations and program content reflect Administration priorities, Agency policies, and program performance; and houses the Agency's independent evaluation, performance measurement, and development information functions. In addition, PPC leads USAID's interactions with key development partners and advances U.S. Government development assistance objectives in the sustainable development areas, humanitarian response, and research through such interactions. PPC consists of six subordinate organizations.

a. The **Office of the Assistant Administrator (AA/PPC)** directs and supervises Bureau activities; provides overall policy guidance and oversight for activities within PPC's areas of responsibility; and serves as the principal advisor to the Administrator on program and policy issues. Three Deputy Assistant Administrators assist the Assistant Administrator in overseeing the functional activities of the Bureau. The administrative staff advises the Bureau on management priorities and provides consultation, advice, administrative and logistical support, and related services. The Millennium Challenge Account Secretariat acts as an institutional bridge between the Millennium Challenge Corporation (MCC) and USAID, and among other Federal agencies with reference to implementation of the Millennium Challenge Act of 2003. The Secretariat reports to and supports the Administrator in his role as a permanent Board Member of the Millennium Challenge Corporation. The Secretariat develops operational policies and practices that harmonize the operations of USAID and MCC, especially as they relate to candidate countries not yet eligible for MCA assistance. The Secretariat also guides the development of Agency strategies and programs that are complementary to the goals of the MCA.

b. The **Office of Strategic and Performance Planning (PPC/SPP)** establishes, monitors, and revises, as necessary, the Agency's business processes for planning and implementing U.S. bilateral foreign assistance



programs. The Office also integrates bilateral economic and social development assistance in a manner consistent with U.S. foreign policy interests and objectives, Agency policies, and program performance; leads the preparation of the Agency's annual operating plan and reports on progress against that plan; and coordinates Agency performance reporting in conformance with the requirements of the Government Performance and Results Act (GPRA). The Office is comprised of two interdependent Divisions.

(1) The **Strategic and Performance Analysis Division (PPC/SPP/SPA)** develops out-year resource scenarios; coordinates Agency strategic planning guidance and scenarios with the Department of State's Office of Strategic and Performance Planning and other foreign affairs agencies; integrates Agency policy formulations into resource and planning guidance; coordinates the Agency's annual performance plan and performance report; and manages the preparation of performance reporting by Agency operating units in conformance with the GPRA. The Division also conducts program and performance analyses to identify significant trends that may influence future strategy and resource needs.

(2) The **Strategy and Resource Coordination Division (PPC/SPP/SRC)** is PPC's institutional link to the major operating units of the Agency. The Division coordinates PPC's review of program strategies developed within the operating unit and ensures that such strategies meet ADS standards; analyzes program and operating expense budgets; identifies resource policy issues and options; recommends to PPC and Agency decision makers positions on strategies, budget levels, and budget composition; and serves as liaison between PPC and senior staff of assigned operating units. The Division also participates in operating unit strategy and program performance reviews; ensures that strategy and policy considerations are linked to budget allocation decisions; and leads teams as needed to address specific strategy and budget issues associated with assigned operating units. Most such teams include representatives from regional and pillar Bureaus.

c. The **Office of Resource Allocation (PPC/RA)** establishes future year budget scenarios and reviews resource requests and program strategies of Agency operating units against overall Agency objectives; leads the preparation of Agency appropriation requests to the Congress; and allocates appropriated funds to Agency operating units. The Office is comprised of two Divisions – the Program Budget Integration Division and the Support Budget Integration Division.

(1) The **Program Budget Integration Division (PPC/RA/PBI)** coordinates the preparation of annual guidance to operating units for the preparation of annual budgets and integrates the program budget operations of the overall Agency. The Division establishes and maintains

systems for preparing, justifying, implementing, monitoring, and reporting on the program budget, and provides management support for overall program/strategy decision making to support Agency justifications of appropriation requests and to reflect allocation decisions of program budget resources to Agency operating units.

(2) The **Support Budget Integration Division (PPC/RA/SBI)** plans, coordinates, evaluates, and advises senior PPC and Agency management on the formulation, development, and execution of Agency-wide policies, planning and programming guidelines, objectives, and standards relating to Operating Expenses (OE), administrative expenses, and workforce budgets. The Division directly prepares the Agency's OE and workforce budgets for presentation to senior Agency officials, the Office of Management and Budget, and the U.S. Congress; and plans, develops, and maintains budget systems and OE budget processes for all USAID activities in Washington and overseas.

d. The **Office of Policy Planning (PPC/P)** provides policy leadership, analysis, and expertise in the major areas of Agency responsibility. It also manages the Agency's efforts to (1) address future foreign policy and economic assistance challenges and (2) tailor policy messages for the variety of development partners with whom USAID is engaged.

e. The **Office of Donor Coordination and Outreach (PPC/DCO)** advances USAID's objectives in achieving sustainable development among its multiple partners. The Office coordinates donor programs in humanitarian response and post-crisis transition and promotes the U.S. agenda for enhanced economic assistance effectiveness with a wide variety of multilateral institutions and other national and private donors. The Office also coordinates international and regional meetings with development partners, and the Agency's programs with those of other bilateral donors and with other assistance partners. The Office oversees the work of USAID's representatives in Paris, Japan, Geneva, Brussels, the Executive Director's Office at the World Bank, and the United Nations in New York.

f. The **Office of Development Evaluation and Information (PPC/DEI)** improves the use of information on development experience and program performance by USAID managers to achieve development results. The Office analyzes program performance information, conducts rigorous and objective evaluations of USAID's experience, and reports results to senior leaders and managers throughout the Agency. The Office also creates and maintains USAID's "institutional memory" of development experience documents; makes it available to the Agency, our development partners, and interested members of the public; draws on this experience to provide responsive reference and research services that enable lessons learned to be reflected in policy

formulation and program planning and implementation; and extends development experience information, evaluation, and program performance measurement methods and results to developing countries, other donors, and USAID's development partners as an integral part of program management. PPC/DEI has two Divisions.

(1) The **Development Information and Support Division (PPC/DEI/DIS)** preserves and promotes knowledge of the Agency's performance and experience in the planning, implementation, and evaluation of development projects; provides research and reference services to USAID and the development community; promotes the use of development experience information resources in developing countries; and aims to strengthen USAID programs through the use of others' experience. PPC/DEI/DIS responsibilities are clustered in five areas: management of USAID development information services; acquisition and maintenance of development experience information and statistical information resources; provision of reference and research services; dissemination of USAID and external development information; and technical assistance to USAID Offices, Missions, cooperating countries, and international organizations.

(2) The **Evaluation Studies and Performance Assessment Division (PPC/DEI/ESPA)** manages a wide range of assessments and evaluations of USAID experience using a variety of methods, including field-based assessments of programs and operational systems, desk studies, syntheses of evaluations conducted by Bureaus and Missions, and development experience workshops. The Division provides briefings for senior managers and publishes reports to disseminate results, conclusions, and management implications of its assessments; and coordinates the production and regular updating of its Compendium of Evaluation Findings. The Division also supports PPC and Agency leadership in using strategic planning, performance measurement, and evaluation to manage for results.

#### **101.3.1.7 Bureau for Legislative and Public Affairs (LPA)**

The **Bureau for Legislative and Public Affairs (LPA)** is responsible for all of the Agency's external affairs as well as employee communications. It serves as the central point of contact with the American people, Congress, and the media, as well as the Agency's key constituencies. These include, but are not limited to, non-governmental and private voluntary organizations, education, labor, ethnic and social organizations and the private business sector. LPA advises the Administrator and senior management on legislative and public affairs issues and opportunities. LPA provides overall coordination for all aspects of legislative and public affairs matters for the Agency. It also provides counsel on the status and history of pending legislation and

the concerns and views of Members of Congress, and devises and implements strategies to support the Agency's goals in Congress. LPA directs the Agency's communications strategy and policies; is responsible for positioning, messaging, and branding; develops outreach and educational programs; leads the Agency's online marketing strategy and manages the external web site; and produces events and promotional products (such as publications and videos) to generate support for USAID's mission. The Bureau is composed of the Office of the Assistant Administrator and four Divisions.

a. The **Office of the Assistant Administrator (AA/LPA)** advises the Administrator and senior staff on the overall presentation of the Agency to generate positive perceptions among key stakeholders and favorable public opinion in the United States and abroad. It serves as the principal advisor on all aspects of legislative and public affairs relating to USAID policies, programs, and operations. AA/LPA is responsible for the strategic positioning and effective communication of the Agency, especially "on the Hill" and in the media, with regard to USAID's role in foreign policy and as the lead Agency providing U.S. economic and humanitarian assistance to foster international sustainable development. The Administrative Management Team provides administrative and management advice and assistance to the Bureau regarding organizational structure, position, and personnel management, office systems, and automation. It provides oversight for administrative support services including travel, space planning, and administrative procurement and manages and prepares the Bureau's OE budget and FTE allocations. AA/LPA is responsible for the administration, staffing, and supervision of the four Divisions that execute the Bureau's capabilities and functions.

b. The **Congressional Liaison Division (LPA/CL)** maintains continuous liaison with Members of Congress, congressional staff, and committees to inform them about USAID programs and policies and to obtain their views on issues associated with USAID, which are then communicated to the Agency. As the primary advisor regarding relations with the Congress on programs, policies, and issues, LPA/CL recommends response strategies; assists in the development of Bureau strategies with regard to relations with the Congress; and makes recommendations regarding the preparation of materials representing the Agency's position on issues before the Congress and congressional meetings and consultation as issues arise. LPA/CL negotiates USAID legislative issues with Members of Congress, their committees, and staff.

c. The **Strategic Communications and Publications Division (LPA/SCP)** works closely with the Administrator and senior staff to develop and communicate the Agency's mission, vision, positioning, messaging, and brand identity. The Division is the primary liaison with PPC, translating Agency strategies and priorities into communications campaigns and products. It also works with PPC to develop the Agency's publication policy and strategy and to

ensure an impactful presence at major development conferences. It develops the Bureau's public affairs strategy and plan as well as the Agency's communications policies and procedures. It is responsible for developing and executing the Agency's crisis communications plan. LPA/SCP spearheads the development of USAID's brand positioning and graphics standards. The Division also is responsible for employee communications and the re-design and production of the Agency's core publication, Frontlines. It identifies and supports marketing and sponsorship opportunities, produces promotional materials, and maintains the Agency's database and mailing lists. Additionally, the Division contracts photographers and maintains the Agency's photo library.

d. The **Public Liaison Division (LPA/PL)** develops and implements the Agency's outreach strategies and educational programs with target audiences of the U.S. public as well as non-governmental organizations, businesses, and the higher education community. LPA/PL has public affairs specialists assigned to each Bureau, who work closely with the Bureau's leadership team to identify and manage communications opportunities and issues. The Division makes recommendations to the Administrator and senior officers for participation at events and manages the Agency's official speakers' bureau to increase interface with key constituencies. LPA/PL creates opportunities for delivery of USAID's messages by sponsoring events and forums to promote Agency initiatives and success stories. Additionally, the Division manages USAID's domestic outreach programs: Operation Day's Work, a USAID-sponsored national student initiative; Lessons Without Borders, linking development assistance achievements to domestic public policy challenges; and USAID's Development Education program, which facilitates public discussion, analysis, and review of the political, economic, technical, and social factors relating to hunger, poverty, economic growth, and development. LPA/PL maintains a calendar of key events and monitors public opinion regarding foreign assistance and international development.

e. The **Public Information, Production and On-line Services Division (LPA/PIPOS)** uses technology, audio-visual, and 3-D mediums to help "tell the Agency's story." It also serves as the primary interface with individual Americans. LPA/PIPOS houses the customer service representatives who respond (via phone and e-mail) to public inquiries, both domestic and international, and FOIA requests about the Agency. It develops our online strategy and e-marketing tools and products; drives the functionality and content of our external web site; and sets the policies associated with posting material to the web. The Division hires crews, produces videos, maintains the Agency's library of film footage and supervises our video-conferencing services. LPA/PIPOS maintains the Agency's Information Center, a facility open to the public that showcases a permanent exhibit explaining the Agency's history and accomplishments. The Division also produces a series of rotating exhibits promoting recent work in the developing world. The Information Center includes

a state-of-the-art press briefing room and meeting space. LPA/PIPOS produces Agency events as well as promotional materials and merchandise (banners, posters, pins and pens, etc.).

#### **101.3.1.8 Office of Equal Opportunity Programs (EOP)**

The **Office of Equal Opportunity Programs (EOP)** is responsible for equal employment opportunity (EEO) within the Agency. EOP has been delegated authority from and on behalf of the Administrator to manage EEO programs. EOP implements, administers, and monitors anti-discrimination laws, regulations, Executive Orders, procedures and programs applicable to the Agency, its employees and applicants for employment, and beneficiaries of USAID Federal financial assistance. EOP ensures that personnel operations and other program activities conform with regulations governing equal opportunity and prohibited discrimination in employment. It also manages the Agency's formal process for reviewing and approving requests for reasonable accommodation. EOP manages the Agency's discrimination complaints process, including EEO counseling, dispute resolution, investigations, settlements, and remedial actions (where warranted). EOP makes determinations as to the merits of EEO complaints, and issues Final Agency Decisions on such matters. EOP periodically evaluates the sufficiency of the total Agency program of equal opportunity and civil rights, including recommendations of improvement or correction needed. EOP also recommends remedial or disciplinary actions that should be initiated against USAID employees found to have failed in their responsibilities or found to have engaged in illegal discriminatory practices. EOP reviews, evaluates, and influences managerial and supervisory performance to ensure a continuing affirmative application and vigorous enforcement of EEO policy. EOP ensures that Agency staff receives orientation, training, and advice to facilitate compliance and cooperation with EEO laws and policies. EOP participates in the Senior Management Group (SMG) subcommittee as it recommends which officers are assigned to SMG positions.

a. The Complaints Adjudication Team manages the Complaints Adjudication Program, including the selection, training and supervision of collateral duty EEO Counselors, implementation of the Alternative Dispute Resolution/Mediation program in select EEO complaints, investigation of accepted complaints, and production of Final Agency Decisions, consistent with regulations referenced in ADS 110.

b. The Affirmative Employment Team develops, coordinates, and monitors Agency implementation of USAID affirmative employment programs. The Team analyzes and evaluates Agency and related employment trends to assist in EEO policy development and implementation, and prepares the Agency's affirmative action plans for internal application and external review, including submission to the Equal Employment Opportunity Commission. The Team coordinates with the Office of Human Resources and other offices to ensure compliance with USAID commitments on recruitment and employment activities. The Team also

oversees the special emphasis employment programs for Asian/Pacific Americans, African Americans, Hispanic Americans, Native Americans, women, and employees with disabilities. The Team manages the Agency's Disability Review Committee, as described in ADS 110.

#### **101.3.1.9 Office of the General Counsel (GC)**

The **Office of the General Counsel (GC)** provides legal advice, counsel, and services to the Agency and its officials and ensures that USAID programs are administered in accordance with legislative authorities. There are nine subordinate organizational units.

a. The **Office of the General Counsel (GC)** serves as the Agency's chief legal officer. GC advises the Administrator on Agency-wide policy matters and advises on legal matters arising in the operation and administration of USAID programs, and on matters relating to legislation or proposed legislation affecting USAID. GC provides advice and guidance on congressional investigations and determines what legal courses of action are appropriate for the Agency. GC also maintains liaison with other government organizations to provide advice or assistance in interpreting or applying the legal authorities of the Agency and represents USAID in connection with legal matters affecting it.

b. The **Administrative Management Staff (GC/AMS)** reviews internal office operations and provides management, administrative, and logistic support to all elements of GC. GC/AMS manages the office's OE budget and FTEs and provides services for travel, space planning, administrative procurement, and reproduction and printing services. The Staff develops recruitment requirements, recommends selections, and represents GC in the personnel decision-making process. GC/AMS administers the automation program and develops and maintains the GC law library.

c. The **Assistant General Counsel for Ethics and Administration (GC/EA)** manages all aspects of USAID's ethics program and provides the full range of legal services to the Agency in the areas of personnel management; equal opportunity; freedom of information; privacy; other information management issues; and all aspects of administrative support. GC/EA serves as primary USAID contact with the Federal Register.

d. The **Assistant General Counsel for Litigation and Enforcement (GC/LE)** represents USAID in contract dispute cases appealed to the Armed Services Board of Contract Appeals and also assists the Department of Justice in USAID contract dispute cases and personnel cases that reach U.S. courts. With respect to bid protest matters, GC/LE represents USAID before the Comptroller General of the United States and the General Services Board of Contract Appeals which arise out of IRM procurements. GC/LE also provides legal advice on the enforcement of all Agency claims against non-governmental entities,

except for those claims arising from housing guarantee transactions; makes recommendations for referral of claims to the Department of Justice and assists in the civil litigation of such claims; and participates in and defends USAID actions with respect to suspension and debarment matters. In addition, GC/LE coordinates with the Department of Justice and Missions with respect to overseas adversarial proceedings initiated before foreign tribunals, and prepares or furnishes guidance and advice to USAID officials with respect to matters in litigation or potential litigation issues and the preparation of USAID decisions on bid protests.

e. The **Assistant General Counsel for Legislation and Policy (GC/LP)** drafts all proposals for foreign assistance legislation originating in USAID. GC/LP reviews and comments on legislation proposed by Members of Congress and other agencies, and obtains OMB approval on matters of Agency budget or policy, as necessary. GC/LP provides advice to LPA on matters relating to legislation and legislative strategy; to M/CFO on fiscal and budgetary problems and matters pertaining to the implications of legislation on M/CFO operations for issues involving appropriations accounts, apportionment of funds, and transfers and allocations of funds between accounts and agencies; and to PPC on activities relating to human rights.

f. The **Assistant General Counsel for Humanitarian Response (GC/BHR)** provides legal advice in the areas of Food for Peace, American Schools and Hospitals Abroad, and USAID's relationships with private voluntary organizations. GC/BHR also advises the Office of Foreign Disaster Assistance, the Global Bureau Center for Population, the Environmental Coordinator, and other Agency officials concerning environmental legislation and regulations.

g. The **Assistant General Counsel for Global Bureau (GC/G)** provides legal advice relating to the programs of the Global Bureau. GC/G provides legal interpretation of and assists in negotiating, drafting, and reviewing program and project implementation documents, including authorizations, agreements, and contracts. GC/G reviews Bureau activities with respect to U.S. legislation, U.S., international, and foreign law issues, and applicable USAID policies and prepares legal opinions on questions arising from reviews. GC/G also reviews Bureau working relationships with other U.S. Government agencies and international organizations involved in international economic relations. The Office recommends or advises on new legislation, Executive Orders, and regulations; provides legal advice on matters of agriculture, health, nutrition, education, rural development, urban development administration, and international training; and advises the Board for International Food and Agricultural Development (BIFAD).



h. The **Assistant General Counsel for Contract and Commodity Management (GC/CCM)** provides legal advice to the Agency Procurement Executive, M/OAA, and other interested offices on all aspects of procurement of services, contracting, grant activities, commodity procurement, transportation, and maritime affairs. GC/CCM provides legal advice on matters involving application of Federal laws and regulations to USAID-financed contractors and grantees in such areas as equal employment opportunity and wage and price controls. The Office consults with GC/LE and M/OAA/PE concerning recommendations to the Procurement Executive for suspending or debarring suppliers, contractors, and grantees. GC/CCM provides legal advice on claims arising from commodity-related transactions on transportation issues associated with Pub.L. 480; on excess property; and on "Cargo Preference," "Fly America," and similar legislation affecting commodity import programs.

i. The **Assistant General Counsels for Africa (GC/AFR), Asia/Near East (GC/ANE), Europe and Eurasia (GC/E&E), and Latin America and the Caribbean (GC/LAC)** advise principal officers of the geographic Bureaus regarding the programs carried out by their respective Bureaus. These Assistant General Counsels assist in negotiating bilateral and multi-lateral agreements; assist in preparing implementation documents; and provide legal interpretation of such documents. The Assistant General Counsels review Bureau activities with respect to U.S. legislation; U.S., international, and foreign law issues; applicable USAID policies; and GAO and other audit reports; and prepare legal opinions on questions arising from reviews. The Assistant General Counsels review working relationships with other U.S. Government agencies and international institutions and prepare or advise on agreements reflecting those relationships. They render opinions and provide advice on a broad variety of agreements and questions under Public Law 480 programs and USAID-related military assistance and recommend or advise on new legislation, Executive Orders, and regulations. The Assistant General Counsels also advise on the legal implications of self-help, reform measures, and human rights positions undertaken by aid-recipient countries.

### **101.3.1.10 Office of the Inspector General (OIG)**

The Office of the Inspector General (OIG) reviews the integrity of operations for USAID, the Millennium Challenge Corporation (MCC), the African Development Foundation (ADF), and the Inter-American Foundation (IAF) through audits, investigations, and inspections. OIG conducts and supervises audits and investigations of these organizations' programs and operations, and recommends policies designed to promote economy, efficiency, and effectiveness and to prevent and detect fraud and abuse. The Office is semiautonomous, with its own budget and personnel authorities. OIG provides a means for keeping the head of the respective organization and the Congress fully and currently informed about problems and deficiencies relating to the administration of the

organization's activities and the necessity for and progress of corrective action. The Office also includes the legal staff that provides independent legal counsel and services to the Inspector General, Deputy Inspector General, and all Offices within the OIG. The Office has four Assistant Inspectors General, for Audit, the Millennium Challenge Corporation, Investigations, and Management.

a. The **Assistant Inspector General for Audit (OIG/AIG/A)** provides leadership and coordinates all audit activities and operations in Washington and overseas for USAID, ADF, and IAF. AIG/A recommends policies or activities designed to promote economy and efficiency, and to prevent and detect fraud and abuse in the client organizations' programs and operations.

(1) Washington Audit Offices

(a) The **Headquarters Liaison and Coordination Division (OIG/A/HL&C)** is a staff organization that ensures the OIG's implementation of, and compliance with, professional auditing standards and procedures. OIG/A/HLC develops and coordinates all OIG operational oversight activities to ensure the proper implementation of the OIG's internal quality control system. This Division develops or coordinates the development of all OIG audit policies and procedures; develops and distributes the audit portion of the OIG's Integrated Annual Plan by coordinating input received from all OIG line audit offices; and serves as liaison between USAID/Washington and OIG overseas audit offices in monitoring and expediting the process for reaching acceptable audit recommendation management decisions. OIG/A/HLC reviews draft performance and financial audit reports prepared by all OIG line audit offices. The Division also coordinates the preparation of the Inspector General's Semiannual Report to the Congress.

(b) The **Performance Audits Division (OIG/A/PA)** is a line office that develops and implements the OIG's performance audit program to ensure adequate audit coverage of USAID, ADF, and IAF systems, programs, projects, and other activities worldwide. OIG/A/PA ensures the implementation of, and compliance with, professional auditing standards and procedures and implements the OIG's internal quality control system in all OIG/A/PA operations. OIG/A/PA provides suggested changes to OIG audit policy and procedures related to its operations to OIG/A/HLC; provides OIG/A/HLC with the OIG/A/PA's input to the OIG annual audit plan; issues timely, quality audit reports to client organizations' managements; and monitors and expedites the processes for reaching acceptable audit recommendation management decisions for OIG/A/PA audits.

(c) The **Financial Audits Division (OIG/A/FA)** is a line office that develops and implements the OIG's financial audit program to ensure adequate audit coverage of USAID, ADF, and IAF, and the entities these organizations use to implement their assistance programs. OIG/A/FA ensures the implementation of, and compliance with, professional auditing standards and procedures. The Division implements the OIG's internal quality control system in all OIG/A/FA operations; provides suggested changes to OIG audit policy and procedures related to its operations to OIG/A/HLC; and provides OIG/A/HLC with the OIG/A/FA's input to the OIG annual audit plan. This Division performs annual consolidated financial statements audits as required by the Government Management Reform Act of 1994 for USAID, ADF, and IAF. The Division issues timely, quality audit reports to the respective organization's management; monitors and expedites the processes for reaching acceptable audit recommendation management decisions for OIG/A/FA audits; and ensures the quality of audits of U.S.-based for-profit contractors performed by the Defense Contract Audit Agency and of audits of U.S.-based non-profit organizations performed by public accounting firms under the requirements of OMB Circular A-133. OIG/A/FA performs special follow-up audits of grant recipients or sub-recipients; reviews and evaluates the policies, processes, and operations of USAID's Office of Acquisitions and Assistance, which arranges for contract audits for USAID; and selectively performs cost-incurred or other special-purpose audits of contractors. Finally, OIG/A/FA develops and implements a system for monitoring the quality of all audits of USAID contractors and grantees that are performed by external audit organizations.

(d) The **Information Technology & Special Audits Division (OIG/A/IT&SA)** is a line office that defines and performs audits and analyses of USAID's management accountability and control system (FMFIA process); information technology issues (Clinger-Cohen and Computer Security Acts); and special audits that respond quickly to requests for analyses or allegations of mismanagement. OIG/A/ITSA implements the OIG's internal quality control system in all OIG/A/ITSA operations; provides suggested changes to OIG audit policy and procedures related to its operations to OIG/A/HLC; and provides OIG/A/HLC with the OIG/A/ITSA's input to the OIG annual audit plan. This Division also issues timely, independent, and objective analyses (audit and memorandum reports) to client organization managements, and monitors and expedites the processes for reaching acceptable audit

recommendation management decisions for OIG/A/ITSA audits.

(2) Overseas Audit Offices

The Overseas Audit Offices develop and implement the OIG's regional performance and financial audit programs to ensure adequate audit coverage of USAID's systems, programs, and projects, and of USAID's contractors and grantees, and assist, as requested, in worldwide audit efforts. The Offices ensure the implementation of, and compliance with, professional auditing standards and procedures. The Offices implement the OIG's internal quality control system in all regional office operations; provide suggested changes in the OIG Overseas Offices' policies and procedures to OIG/A/HLC; and provide OIG/A/HLC with the regional office's input to the OIG annual audit plan. The Offices submit timely, quality audit reports to USAID management on the results of audits and make recommendations to strengthen and increase the efficiency and effectiveness of Agency programs and systems, keeping Agency officials fully informed of fraud, waste, and abuse affecting the administration of programs and operations detected during the course of audits. In addition, these Offices monitor and expedite the processes for reaching acceptable audit recommendation management decisions for their audits, and develop and implement a quality assurance program for financial audits of USAID awards to non-U.S. recipient organizations. Finally, they manage all the technical and administrative operations of a regional office; provide appropriate support to USAID Missions and U.S. embassies in maintaining the OIG's presence overseas; and serve as the OIG's regional liaison with USAID management, the Department of State, foreign government officials, private and public accounting firms, and Supreme Audit Institutions.

b. The **Assistant Inspector General for Investigations (OIG/AIG/I)** reports to the Inspector General (IG) and the Deputy Inspector General (DIG). In addition, the AIG/I reports to and coordinates with the Attorney General on all matters involving the investigation and prosecution of suspected violations of Federal criminal law. The AIG/I supervises the performance of investigative activities relating to the programs and operations of USAID, ADF, IAF, and MCC. The AIG/I is the advisor to – and serves as the representative of – the IG on all investigative matters. The AIG/I represents the IG in conferences with officials from the Department of Justice, other Federal agencies, and other groups with respect to investigative matters covered by the IG Act of 1978. The AIG/I coordinates with state, local, and host government authorities on all matters involving the investigation and prosecution of suspected violations of state, local, or host government law. There are three Divisions within this office.

(1) The **Africa/Asia & the Near East Division (OIG//AFR-ANE)** manages the investigative program for its assigned geographic regions, to include reactive and proactive investigative efforts to detect and prevent fraud, waste, and abuse in the programs and operations of USAID, ADF, IAF, and MCC. In executing its responsibilities, the AFR-ANE Division assigns, directs, reviews, schedules, and supervises difficult and complex criminal investigations of alleged violations of Title 18 of the United States Code. In addition, this division maintains liaison with USAID Missions, U.S. embassies, and host-government counterpart investigative and judicial agencies throughout the respective geographic regions on matters pertaining to investigative programs. The Division coordinates investigative and prosecutorial activities with Federal, state, and local agencies as well as host-country investigative and prosecutorial authorities. OIG//AFR-ANE prepares and disseminates detailed reports of findings relative to criminal, civil, or administrative proceedings. The Division also provides input for the OIG Annual and Strategic Plans and investigative policy and procedure.

(2) The **Latin America & the Caribbean/Europe & Eurasia Division (OIG//LAC-E&E)** manages the investigative program for its assigned geographic regions, to include reactive and proactive investigative efforts to detect and prevent fraud, waste, and abuse in the programs and operations of USAID, ADF, IAF, and MCC. In executing its responsibilities, the LAC-E&E Division assigns, directs, reviews, schedules, and supervises difficult and complex criminal investigations of alleged violations of Title 18 of the United States Code. In addition, this Division maintains liaison with USAID Missions, U.S. embassies, and host-government counterpart investigative and judicial agencies throughout the respective geographic regions on matters pertaining to investigative programs. The Division coordinates investigative and prosecutorial activities with Federal, state, and local agencies as well as host-country investigative and prosecutorial authorities. It prepares and disseminates detailed reports of findings relative to criminal, civil, or administrative proceedings. OIG//LAC-E&E provides input for the OIG Annual and Strategic Plans and investigative policy and procedure.

(3) The **Headquarters Liaison Division (OIG//HQL)** coordinates a wide variety of tasks to ensure compliance with OIG, the President's Council on Integrity and Efficiency (PCIE), and other Federal and legal standards for investigative programs. The tasks performed by the HQL Division managing a broad spectrum of investigative activities include developing and overseeing organizational planning, policy development, investigative operations, training, and liaison activities. These tasks frequently require coordination and collaboration with other elements

within the OIG, USAID, and other Federal departments/agencies. The HQL Division serves as the point of contact for coordinating responses to Congressional and General Accounting Office (GAO) inquiries and advises on available courses of action and potential consequences involving issues with national or Agency policy implications.

Additional responsibilities include

- Development of investigative policy and procedure;
- Collection, compilation, and analysis of statistical data relative to fraud and investigative patterns and trends for reports to the IG, the President's Council on Integrity and Efficiency (PCIE), the Congress, and others;
- Execution of the Investigations' Quality Assurance Review Program;
- Management and security of the official case files;
- Management of the Investigations' central index file;
- Management of the automated Case Management Information System (formerly known as CMIS); and
- Management of the OIG Hotline, including the entry and update of OIG Hotline data in the Intranet Quorum (IQ) system.

c. The **Assistant Inspector General for Millennium Challenge Corporation (OIG/AIG/MCC)** provides leadership and coordinates audit and investigative activities for the Millennium Challenge Corporation. The AIG/MCC coordinates with the AIG/I for investigative support and with the AIG/A for supplementary audit support as needed. AIG/MCC recommends policies or activities designed to promote economy and efficiency, and to prevent and detect fraud and abuse in the Corporation's programs and operations. There are two Divisions within AIG/MCC.

(1) The **Performance Audits Division (OIG/MCC/PA)** develops and implements the OIG's performance audit program for the Corporation to ensure adequate audit coverage of the Corporation's systems, programs, projects, and other activities worldwide. OIG/MCC/PA ensures the implementation of, and compliance with, professional auditing standards and procedures and implements the OIG's internal quality control system in all OIG/MCC/PA operations. OIG/MCC/PA develops OIG audit policy and procedures for its operations; develops an annual audit plan for the

Division for submission to the AIG/MCC; issues timely, quality audit reports to the Corporation's management and Board of Directors; and monitors and expedites the processes for reaching acceptable audit recommendation management decisions for its audits.

(2) The **Financial Audits Division (OIG/MCC/FA)** develops and implements the OIG's financial audit program for the Corporation to ensure adequate audit coverage of the Corporation and its U.S. and foreign implementing entities. OIG/MCC/FA ensures the implementation of, and compliance with, professional auditing standards and procedures. The Division implements the OIG's internal quality control system in all OIG/MCC/FA operations; develops OIG audit policy and procedures for its operations; and develops an annual audit plan for the Division for submission to the AIG/MCC. The Division performs the annual audit of the Corporation's consolidated financial statements as required by the Chief Financial Officer's Act of 1990 and the Government Management Reform Act of 1994. The Division issues timely, quality audit reports to the Corporation's management and Board of Directors; monitors and expedites the processes for reaching acceptable audit recommendation management decisions for its audits; and implements a system for monitoring the quality of all audits of the Corporation's contractors and grantees that are performed by external audit organizations.

\*d. The **Assistant Inspector General for Management (OIG/AIG/M)** provides administrative services and support for all audit and investigative activities and operations in Washington and overseas. AIG/M oversees the administration of programs and formulation of plans, policies, standards, and procedures in the areas of human resources management, information management, financial management, acquisition and procurement, publications and records management, administrative support, and property management within the OIG. There are three Divisions in this office.

\*(1) The **Human Capital Division (OIG/M/HC)** oversees the development and implementation of all OIG personnel policies and procedures, including classification, recruitment, benefits, Civil Service merit promotion, Foreign Service tenuring and promotion, training, disciplinary actions, grievances (both Civil Service and Foreign Service), and retirement processing, for Civil Service, Foreign Service, and law enforcement.

\*(2) The **Financial Resources Division (OIG/M/FR)** oversees the formulation of the OIG annual budget, the budget submission and justification, budget execution, and budget status reporting. OIG/M/FR ensures the compilation of financial data to enable performance measurement and management decision making. It also oversees the OIG contracting and procurement functions.

\*(3) The **Information Management Division (OIG/M/IM)** is responsible for the development, implementation, and management of all OIG information technology network activities that support mail, web, and data, including OIG LAN server configuration, administration, Internet connections and interfaces, network security auditing, application support, and remote access to the network. It provides standards, guidelines, and technical expertise on LAN issues to OIG Washington and its six regional offices. The Division is also responsible for IT security policy and procedures, disaster recovery and COOP availability, and risk and vulnerability assessment planning. OIG/M/IM is responsible for the design and development of future plans and budgets for matters related to information technology projects. It provides state-of-the-art information technology (IT) applications systems solutions that enhance the business functions of the OIG. This support encompasses enterprise applications software implementation, web administration and maintenance, business requirements definition, and IT consulting services. OIG/M/IM delivers enterprise systems in compliance with the Federal Enterprise Architecture (FEA) while ensuring alignment with the OIG strategic goals and objectives.

#### **101.3.1.11 Office of Small and Disadvantaged Business Utilization/Minority Resource Center (OSDBU/MRC)**

The **Office of Small and Disadvantaged Business Utilization/Minority Resource Center (OSDBU/MRC)** oversees the formulation, implementation, and administration of Agency programs and activities relating to the participation and utilization of U.S. small and disadvantaged enterprises in USAID-financed development assistance activities and programs. OSDBU/MRC enhances the use of small and disadvantaged enterprises in USAID programs and activities. The Office provides professional leadership and substantive advice to ensure that Agency use of these enterprises is accomplished effectively and complies with legislative provisions.

The OSDBU formulates USAID policies and develops systematic procedures designed to encourage the effective participation of U.S. small and disadvantaged enterprises in USAID-financed development assistance activities and programs. It serves as the central point of contact and coordination for oral and written queries from businesses and institutions. OSDBU advises and counsels U.S. small and disadvantaged enterprises on those areas related to establishing and/or expanding their participation in USAID-financed development assistance activities and programs. Finally, it guides the Agency's approach to more effectively integrate U.S. small and disadvantaged enterprises into programming and procurement systems. OSDBU/MRC also assists in the early identification of alternative methods of designing projects that will help create increased opportunities for the involvement of these enterprises.



The OSDBU also administers the programs of the Minority Resource Center (MRC) to establish, maintain, and disseminate information to and for U.S. small disadvantaged enterprises regarding opportunities in USAID-financed development assistance programs. The MRC designs formal and informal systems to encourage, promote and assist U.S. small and disadvantaged enterprises to participate in USAID programs; conducts market research, planning, economic, and business analyses and feasibility studies to identify business opportunities; and enters into such contracts, cooperation agreements, or other transactions as may be necessary in the conduct of its function under Section 123 of Public Law 95-53. The MRC also oversees the administration of the Women's Business Program in accordance with Executive Order 12138 and related initiatives; and designs and maintains automated statistical and other reporting systems including the subcontracting monitoring system (PL 100-656), the Agency Consultant Registry Information System (ACRIS), and the Procurement Information Access System (PIAS).

#### **101.3.1.12 Pillar Bureaus**

The **pillar Bureaus** provide technical advice and support to the Regional Bureaus and field Missions on design, implementation, and evaluation of Mission technical strategies and programs. There are three pillar Bureaus:

- a. Bureau for Global Health (GH);
- b. Bureau for Economic Growth, Agriculture and Trade (EGAT); and
- c. Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA).

#### **101.3.1.13 Bureau for Global Health (GH)**

The **Bureau for Global Health (GH)** is the Agency's center of excellence and focal point in providing worldwide leadership and technical expertise in the areas of child and maternal health and nutrition, HIV/AIDS, infectious disease, population, family planning and related reproductive health, and health systems. As such, the Bureau aligns resources with identified public health and development needs, and influences the global health priorities of the U.S. private sector, U.S.-based foundations, other donor organizations, host country governments, and host country civil society organizations. It also serves as the primary source of technical expertise and intellectual capital to the Agency and other U.S. foreign affairs agencies. The Bureau is the Agency repository for state-of-the-art thinking in biomedical, social science, and operations research and works to produce technical advances and innovations that can be disseminated and replicated at USAID Missions throughout the world.

The Bureau provides program mechanisms (such as grants, cooperative agreements, contracts, and indefinite quantity contracts) and technical expertise to carry out the Agency's global health goals and to facilitate programmatic technical support to field

Missions. It also provides field offices the technical and logistical support needed to meet these goals, which includes collaboration with other donors and USG partners. In the sector, GH helps ensure compliance with congressional directives and legislative intentions, and contributes technical content for mechanisms for overall program evaluation and performance measurement. Finally, the Bureau assists M/HR in workforce planning, recruitment, development, and assignment of headquarters and field staff in the population, health, and nutrition (PHN) sector. It serves as the “home” for PHN sector professionals and ensures that they are provided with the career support, training, and mentoring needed to meet sector requirements.

a. The **Office of the Assistant Administrator (AA/GH)** serves as the principal advisor to the Agency and the Administrator on broad technical and operational matters relating to the mandate of the Bureau. The AA/GH directs and supervises the Bureau, approving projects and programs and allocating resources among the Offices. The Office has ultimate responsibility for the quality of the Bureau’s programs and the capacity of its workforce. It provides leadership on the design, implementation, review, coordination, and evaluation of GH initiatives, programs, and activities. It also ensures that the activities of the Bureau complement and support the broader goals of the Agency and are in compliance with legislation and Agency rules and regulations.

b. The **Office of Strategic Planning, Budgeting and Operations (GH/SPBO)** serves as the staff office for the Bureau’s Assistant Administrator and has primary responsibility for the Bureau’s strategic planning, budgeting, programming, and procurement functions. The Office provides leadership, advice, and support for overall strategic direction, resource allocation, and procurement planning. It also works across the Bureau’s technical offices to promote program integration and coordination. It further supports efforts to monitor and promote the effectiveness of programs and the achievement of GH objectives, and is integrally involved in performance monitoring and program evaluation. The SPBO Office serves as a central repository and disseminator of relevant cross-cutting trends, issues and information for the sector. It also takes the lead in overall budget planning, and in the preparation of the Bureau’s Annual Report (including Congressional Budget Justification (CBJ)), Bureau Program and Budget Submission (BPBS), Operational Year Budget (OYB), and Congressional Notifications (CNs), as well as congressionally mandated sector-wide reports. The Office ensures that the Bureau is in compliance with congressional and Agency budget guidance, supports the technical offices in the obligation of funds, and is the primary liaison with the Office of Acquisition and Assistance (M/OAA). In addition, the Office provides critical advice and support for the Bureau’s donor coordination activities and serves as a technical point of contact for bilateral and multilateral donors and foundations, universities, and the commercial sector. The Office is composed of two Divisions.

(1) The **Strategic Planning and Budget Division (GH/SPBO/SPBD)** serves two major functions: (a) it undertakes strategic planning, including overall sector and program planning, policy, monitoring, and evaluation, and serves to coordinate such activities within the Bureau and with other units within the Agency, including preparation of the Annual Report/CBJ and BPBS; and (b) it prepares and monitors the Bureau's budget, including the management of the Bureau's OYB, and monitors the Bureau's pipeline. Also, the Division monitors and tracks compliance with congressional earmarks and directives and prepares Congressional Notifications and reports. It also takes the lead in ensuring that annual OYB funds are obligated in an efficient and timely manner.

(2) The **Operations Division (GH/SPBO/OPS)** provides programmatic support to Bureau technical office staff, from activity design through implementation. It also takes the lead in procurement planning, monitoring, and tracking of all procurement actions. The Division interprets Agency programming policies and develops standard operating procedures and program guidance for the Bureau. In coordination with the Strategic Planning and Budget Division, it ensures quality control in the application, commitment, and obligation of funds and the preparation of technical office portfolio reviews.

c. The **Office of Regional and Country Support (GH/RCS)** manages the regional and country support systems of the Bureau for Global Health. The Office provides PHN sector technical and logistical support to regions and Missions; coordinates with regional Bureaus and the other pillar Bureaus; and disseminates critical information to the field. The Office maintains a country coordination system that is responsible for identifying country coordinators and country support teams, training them in their respective duties, and monitoring their performance. Through this system, technical requests and visits are tracked and evaluated. Regional Coordinators organize Bureau reviews of Mission sector strategic plans and other critical documents and act as a resource to state-of-the-art (SOTA) and regional PHN sector meetings. In addition, the Office works in conjunction with Bureau leadership and other Bureaus in communication and outreach efforts, including updating and disseminating the PHN Users Guide and the PHN News; chairing the PHN Sector Council; developing and maintaining the Bureau's internal and external web site; disseminating key documents; and preparing briefing materials. The Office is composed of teams organized by regions parallel to USAID's regional Bureaus, currently Africa, Latin America and the Caribbean, Europe and Eurasia, and Asia and the Near East, as well as a team of field technical advisors to meet pressing regional and country needs.

d. The **Office of Professional Development and Management Support (GH/PDMS)** carries out the professional staff development, personnel, administration, and management functions of the Bureau for Global Health. GH/PDMS staff manage the professional development activities (including training) and work assignments in Washington and overseas. GH/PDMS coordinates intra-Bureau teams in the areas of human resources and development programs; personnel planning; oversight of the Operating Expense budget; management of vital records and Continuation of Operations Plan; and management of administrative services, space planning, procurement, and office supplies. It also works with Bureau offices and M/HR on the assignment, promotion, training, career development, and performance evaluation of Bureau employees, as well as those deployed in the PHN sector worldwide. GH/PDMS is composed of two teams that are respectively responsible for professional development and administrative services.

e. The **Office of Population and Reproductive Health (GH/PRH)** provides strategic direction, technical leadership, and support to field programs in population, voluntary family planning, and related reproductive health. It manages programs that advance and apply state-of-the-art technologies, expand access to quality services, promote healthy behaviors, broaden contraceptive availability and choices, and strengthen policies and systems to address family planning and reproductive health needs. USAID is the largest bilateral donor in the health sector in the world, and the Office plays a technical leadership role for the Agency at international conferences and high-level consultations with other donors on health, population, voluntary family planning, and reproductive health. It provides input to decisions concerning the strategic allocation of financial and human resources in the sector and assists in designing, implementing, monitoring, and evaluating programs. The Office provides a broad range of technical assistance to field Missions; ensures compliance with congressional and Administration priorities, directives, and restrictions; and provides information on USAID's population, family planning and reproductive health programs. The Office is composed of four Divisions.

(1) The **Research, Technology, and Utilization Division (GH/PRH/RTU)** provides technical leadership in building scientific and empirical knowledge and ensures its use in the design and implementation of effective, efficient, high-quality family planning, and reproductive health programs.

(2) The **Commodities Security and Logistics Division (GH/PRH/CSL)** ensures the long-term availability of a range of high-quality contraceptives, condoms, and other essential health supplies.

(3) The **Service Delivery Improvement Division (GH/PRH/SDI)** develops and applies innovative strategies that improve the performance of individuals, organizations, and systems for the sustainable delivery of quality reproductive health and family planning services.

(4) The **Policy, Evaluation, and Communication Division (GH/PRH/PEC)** (with Bureau-wide responsibilities) works across the entire portfolio of Global Health activities to improve the collection, analysis, and use of data in policymaking and program planning; and promotes policies, behavior change and community norms that result in improved reproductive and health outcomes.

f. The **Office of HIV/AIDS (GH/OHA)** is the locus of HIV/AIDS technical leadership for the Agency and has primary responsibility for the Agency's HIV/AIDS program. GH/OHA provides strategic direction, technical leadership, and support to field programs in HIV and AIDS. It provides input to decisions concerning the strategic allocation of financial and human resources in the sector and assists in designing, implementing, monitoring, and evaluating programs. This entails ensuring the technical integrity of Agency and Mission strategies; providing global technical leadership on the full range of issues related to HIV/AIDS prevention, care, and treatment; managing numerous research and field support programs; and monitoring and reporting on the impact of the Agency's HIV/AIDS program. The Office is comprised of three Divisions.

(1) The **Technical Leadership and Research Division (GH/OHA/TLR)** provides technical advice and support across USAID/W and to field Missions and has primary responsibility for HIV/AIDS research in areas relevant to Agency goals and objectives. The Division provides technical expertise to develop sound strategies, plans, and programs; develops and disseminates technical policy and guidance; responds to technical inquiries; and represents the Agency on technical issues. The Division designs and manages relevant operational and biomedical research.

(2) The **Implementation Support Division (GH/OHA/IS)** focuses on the provision of assistance to accelerate and scale-up HIV/AIDS programs in the field. The Division designs and manages central activities that support implementation of country and regional programs to achieve Agency results; manages a system to ensure that HIV/AIDS technical assistance needs are met; and participates in cross-cutting teams to plan

and coordinate the provision of commodities, training, communications, youth and gender activities, and other service delivery support programs across the Bureau.

(3) The **Strategic Planning, Evaluation, and Reporting Division (GH/OHA/SPER)** provides programmatic expertise to help the Agency and its Missions develop strategies and programs that respond to USG, USAID, and congressional policy and budget priorities and incorporate innovations, best practices, and lessons learned; leverages public and private sector [partnership](#) to support field programs; manages HIV/AIDS assistance to international organizations; coordinates USAID policies, plans and programs with USG agencies; and manages an Agency HIV/AIDS monitoring, evaluation, and reporting system which links Agency resources and programs to targets and reports results to Agency leadership, Congress, and other constituents.

g. The **Office of Health, Infectious Diseases and Nutrition (GH/HIDN)** is responsible for sector-wide strategic planning; technical leadership; coordination with external partners; and numerous operational programs in child survival, maternal health, nutrition/micronutrients, infectious diseases, environmental health, health policy, and health systems strengthening, monitoring, reporting, and performance management, as well as biomedical, applied, and operations research. USAID is the largest bilateral donor in the health sector in the world, and the Office plays a technical leadership role for the Agency at international conferences and high-level consultations with other donors on health, infectious disease, and nutrition matters. The Office is composed of four Divisions.

(1) The **Maternal and Child Health Division (GH/HIDN/MCH)** provides technical leadership and direction in child survival/child health and maternal health. The Division teams focus on child health and survival; polio; child and maternal health research; vaccine introduction and new technologies; and maternal health/survival.

(2) The **Infectious Diseases Division (GH/HIDN/ID)** provides technical leadership and direction in infectious diseases and related environmental health issues, coordinates the Bureau's infectious disease efforts, and is the Agency lead on infectious diseases. The Division teams focus on malaria, TB, and environmental health (both water-borne and vector-borne diseases).

(3) The **Nutrition Division (GH/HIDN/NUT)** provides technical leadership and direction in food and nutrition. The Division teams focus on infant feeding and breastfeeding, micronutrients, food supplementation, and applied nutrition programming in the public, private, and nonprofit

sectors. The Nutrition Division also manages the Child Survival and Health Grants program with Private Voluntary Organizations (PVOs).

(4) The **Health Systems Division (GH/HIDN/HS)** (with Bureau-wide responsibilities) works across the entire portfolio of Global Health and provides technical leadership and direction in health systems strengthening. The Division teams focus on health policy, quality assurance, workforce policy, pharmaceutical management and standards, and information, monitoring, and evaluation.

#### **101.3.1.14 Bureau for Economic Growth, Agriculture and Trade (EGAT)**

The **Bureau for Economic Growth, Agriculture, and Trade (EGAT)** provides a central Agency focus for the design, implementation, review, coordination, and evaluation of worldwide activities in the areas of economic growth, poverty reduction, education, economic infrastructure, agriculture, environment, natural resources management, and women in development and for supporting nationally or regionally implemented activities in these areas. The Bureau ensures the quality and capacity of the Agency's technical workforce by overseeing the recruitment, selection, and training for New Entry Professionals (NEPs); designing, implementing, and coordinating technical training opportunities for all USAID staff working in EGAT's areas of expertise; and liaising with regional Bureaus and Mission Directors to address the continuous learning needs of the staff.

a. The **Office of the Assistant Administrator (AA/EGAT)** serves as principal advisor to the Agency and the Administrator on broad technical and operational matters relating to the mandate of the Bureau. The AA/EGAT directs and supervises the Bureau, approving projects and programs and allocating resources among offices. Two Deputy Assistant Administrators assist in directing and supervising the Bureau and provide critical liaison to the National Security Council, National Economic Council, and the Council on Environmental Quality (CEQ) at the White House for issues in their purview.

b. The **Office of Women in Development (EGAT/WID)** guides USAID in the integration of gender concerns into development programs, identifying constraints to the achievement of development objectives and suggesting ways to further USAID's goals through the broader participation of women in the development process. EGAT/WID is the USAID central point of technical leadership and expertise on gender issues in social, economic, and political development policies and programs. The Office manages, designs, and implements projects that address global and interregional issues or problems pertaining to education, training, and the role of women in development that may not yet be reflected or mainstreamed into regional or country strategies. EGAT/WID has major responsibility for technical coordination with bilateral and multilateral donor and lending agencies on gender matters and provides

leadership and technical expertise to the international community in identifying and addressing gender and development issues.

c. The **Office of Program Analysis, Implementation, Communication, and Outreach (EGAT/PAICO)** supervises and supports the development of sectoral strategies and action plans in the technical areas in the EGAT mandate; develops annual budget requests, performance plans, and performance reports, as needed; and develops and implements procurement plans that ensure timely completion of contracts and grants and facilitate worldwide use of EGAT-managed contract/grant vehicles. The Office monitors and evaluates programs; performs financial management oversight, audit, and FMFIA reporting; provides support for Agency information and communication services in EGAT's mandate areas; and designs and manages EGAT's information/communications strategy. EGAT/PAICO responds to routine information requests from Congress, other U.S. Government (USG) agencies, other parts of USAID, and the public; ensures that regional Bureau and Mission needs for EGAT support are met with high levels of satisfaction; and reaches out, both with written communications and in person, to constituent communities in the United States. The Office is comprised of three teams.

(1) The **Communications and Knowledge Management Team (EGAT/PAICO/CKM)** provides Bureau-wide services for communications and knowledge management. PAICO/CKM develops communications strategy; manages assigned Bureau actions; tracks written communications from A/AID and other sources; makes recommendations on meetings for A/AID and AA/EGAT related to EGAT programs; works with LPA on preparing and editing speeches, presentations, and reports; serves as liaison with LPA on congressional and public communications; manages the Bureau web sites, including calendaring function; maintains files in accordance with Agency guidelines; and arranges training courses as needed to improve staff communications.

The CKM Team designs and develops IT-based systems to complement face-to-face communications so that real-time communications - Bureau-wide, Agency-wide, and worldwide - create an effective EGAT community within the Agency. Different themes may be chosen to focus these communications to ensure that thematic groups or communities of practice are fostered in a coherent and useful way (e.g., youth in development, the multi-sectoral aspects of the HIV/AIDS pandemic). The Team may expand these systems via extranet or Internet mechanisms to include partners; coordinate the Bureaus' development of publication plans and conference/workshop sponsorship and participation plans to ensure continuous development and sharing of the EGAT knowledge base within and outside the Agency; provide oversight on Bureau monitoring and evaluation plans; and design/manage knowledge archiving operations for



the Bureau (in liaison with PPC/DEI and others). The Team develops and operates knowledge-sharing techniques to enhance USAID staff and contractor effectiveness in implementing EGAT vision and programs.

(2) The **Program Analysis and Mission Support Team (EGAT/PAICO/PAMS)** provides oversight on the development of Bureau, Office, and sector strategies; prepares consolidated budgets (OE and program) for future-year planning for Bureau operations; prepares final drafts of all EGAT budget documents; and liaises with PPC to integrate/coordinate EGAT budgets with those of other Bureaus/Missions in the sectoral areas that are the purview of EGAT. PAICO/PAMS ensures that regional Bureaus and Missions are fully informed of EGAT actions and plans and for bringing the needs of the regional Bureaus and Missions to the attention of EGAT managers. The Team routinely reviews obligation/expenditure/pipeline information for the Bureau, using an appropriate coding system, and provides oversight on databases that track the use of Bureau instruments and results. The Team drafts Annual Performance Reports in collaboration with the other Offices and Teams in the Bureau and provides support for the annual portfolio review process. PAICO/PAMS liaises with M/OAA to ensure efficient and effective contracting and grant making. A representative of M/OAA is co-located with the Team Leader.

(3) The **Program Implementation Team (EGAT/PAICO/PI)** ensures that OYB allocations are consistent with the budget and adjusted throughout the year to ensure maximum opportunity for achieving objectives; rolls down funds through Phoenix for timely implementation of the program budget, staff travel, and training; and oversees the development of procurement plans for both program and OE acquisitions. The Team ensures the timely completion of obligating documents; liaises with M/CFO and M/OAA; consolidates fiscal information for Bureau programs; provides oversight on databases that track Bureau instruments, especially with regard to Minority Serving Institutions and Small Disadvantaged Businesses; prepares analyses of the field support process; and coordinates the annual portfolio review process for the Bureau. EGAT/PAICO/PI also provides oversight on implementation of OE budgets and ensures that Bureau CTOs are competent and their training needs have been identified and met.

d. The **Office of Professional Development and Administrative Management (EGAT/PDAM)** serves as advisor to the Bureau in personnel, administration, and management. The Office develops personnel policies and regulations for the Bureau and advises managers on the job specification process, as well as on all aspects of organizational management (structure, size of units, etc.). EGAT/PDAM provides personnel and administrative management

services, such as professional development of all USAID staff working in EGAT-mandate areas; management of the Bureau direct-hire and non-direct-hire workforce ceilings; employee counseling; and guidance and oversight on leave policy and procedures, including family-friendly policies. EGAT/PDAM coordinates the AEF process; serves as liaison with M/HR, SEC, and other USG agencies and contractors to ensure timely implementation of personnel actions; coordinates the preparation of training plans and provides oversight on their implementation; provides oversight on New Entry Professionals (NEPs) program training, mentoring, and placement; and manages the Bureau awards programs. The Office oversees administrative services including travel; space planning; the procurement of Bureau supplies and equipment; the allocation of parking permits; the Metrochek program; and the implementation of security regulations and procedures.

e. The **Office of Economic Growth (EGAT/EG)** provides Agency-wide technical leadership, research, and field support on the issues of national economic growth, including, but not limited to, economic policy and governance; trade, investment, and finance; and private sector enterprise development. The Office assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation. It also uses knowledge management to monitor and advise Agency leadership regarding technical developments that could have an impact on Agency performance. The Office provides the relevant technical content and teaching staff for training programs designed and implemented by EGAT. EGAT/EG provides field support with its staff and manages contract/grant mechanisms that enable Missions and regional Bureaus to access technical expertise capable of implementing programs and activities. The Office develops tracking systems and impact indicators that permit analysis of the results of managed activities. The Office conducts research on issues related to portfolio and manages specific research capacity-building activities involving networks of researchers and policy analysts in developing and transition countries. The Office coordinates its research and implementation agendas and other activities with other donors, international organizations, and other agencies of the USG. The Office is comprised of three teams.

(1) The **Trade and Investment Team (EGAT/EG/TI)** manages Indefinite Quantity Contract (IQC) and cooperative agreement mechanisms for global field support; provides technical expertise and guidance on the issues involved in enabling geographic regions and developing/transition countries to become competitive in global markets; and provides policy and institutional capability to facilitate trade, customs, and improved systems for establishment, monitoring, and compliance with global trade and standards. Among the specific projects for which the TI Team is responsible for providing oversight and support is the Agency's Trade Capacity Building Initiative. The Team manages global and pilot

efforts to build trade capacity, especially in the least developed countries. The Team draws "extended members" from other EGAT offices and other USAID units. The Team is responsible for Agency reporting on the implementation of the Doha Development Agenda's commitment to provide trade capacity building support to countries committed to working within the World Trade Organization-governed trading systems rules.

(2) The **Economic Policy and Governance Team (EGAT/EG/EPG)** works to promote macroeconomic and sectoral policies in developing countries that enable rapid private sector-led growth. Specifically, the EPG Team provides technical expertise, field support, and training relating to macroeconomics, fiscal policy, economic governance, and poverty-related issues. The Team also manages contract mechanisms that make world class economic policy and governance expertise available to field Missions and sponsors research on issues relating to economic growth and poverty reduction.

(3) The **Enterprise Development and Financial Markets Team (EGAT/EG/EDFM)** provides expert technical assistance, training, and other interventions that enable the Agency to promote the growth of competitive and profitable firms. The EGAT/EG/EDFM Team also provides technical expertise and guidance on financial market initiatives that help USAID host countries increase capital available for productive investment through more effective financial intermediation. Team staff coordinate with international financial institutions, help define best practices in financial markets development, leverage USAID funds through co-financing of selected financial sector initiatives, provide resources for in-depth country-specific diagnostics, and assist field missions in project identification, design, and evaluation of impacts. The Team provides field support for Missions undertaking competitiveness initiatives, through focused research and training of field-based personnel.

f. The **Office of Poverty Reduction (EGAT/PR)** ensures that Agency programs adequately address the needs, capabilities, and vulnerabilities of the poor and contribute to the achievement of the Millennium Development Goal of reducing poverty by half by 2015. The Office assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation priorities regarding poverty reduction and monitors and advises Agency leadership in reducing the number of poor worldwide. There are three teams in this Office.

(1) The **Microenterprise Development Team (EGAT/PR/MD)** provides leadership and field support in implementing the Agency's Microenterprise Initiative. The Team manages programs to foster innovation in microenterprise and microfinance; encourages the growth of

a technically competent practitioner community; supplies short-term technical assistance to Missions on the development of microfinance and microenterprise programs; and assesses and monitors experiences to determine best practices in microfinance, business development services for microentrepreneurs, and meeting poor clients' needs.

(2) The **Poverty Analysis and Social Safety Net Team (EGAT/PR/PASSN)** provides technical leadership and program assistance for efforts aimed at reducing the risks and vulnerabilities of poor and disadvantaged people to income shortfalls, short-term food deficits, and/or the loss of personal or collective assets. Special efforts are directed to informal sector participation in the formal economy through the development and implementation of specific legal and regulatory reforms. The Team coordinates closely with the Bureau for Democracy, Conflict, and Humanitarian Assistance on Agency approaches and activities that respond to emergencies in which poor people are especially affected.

(3) The **Urban Programs Team (EGAT/PR/UP)** provides technical, analytical, and project assistance support for programs that promote improvements in the way that cities foster economic growth, provide safe and adequate housing and other infrastructure for their citizens, and ensure sound governance. The Team provides expertise in the areas of shelter, urban and municipal financial management, urban pollution prevention, and urban infrastructure and services. EGAT/PR/UP formulates the Agency's urban development research agenda, provides leadership on emerging issues of urbanization, and advises Agency leadership on the importance of these issues. EGAT/PR/UP has responsibility for technical coordination with bilateral and multilateral donor and lending agencies on urban development matters and for partnerships and alliances that further USAID's urban development agenda.

g. The **Office of Education (EGAT/ED)** mandate spans the policies and programs involved in providing all educational services at the basic, secondary, and tertiary levels, on both short- and long-term bases; degree-oriented as well as oriented toward workforce competence and performance; involvement of communities and families, etc. The Office monitors U.S. support for and the achievement of the Millennium Development Goals for education. EGAT/ED assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation priorities and advises Agency leadership regarding technical developments that could have an impact on Agency performance in designing and delivering cost-effective education programs. The Office provides the relevant technical content and teaching staff for training programs designed and implemented by the Bureau and oversees the recruitment, selection, and training processes for New Entry Professionals (NEPs) in the areas of human resources, education and participant training.

The Office manages contract/grant mechanisms that enable Missions and regional Bureaus to access a wide range of technical expertise capable of implementing both short- and long-term programs and activities that they initiate. EGAT/ED develops tracking systems and impact indicators that permit analysis of the results of mechanisms to carry out worldwide projects and activities. The Office is composed of three teams.

(1) The **Basic Education Team (EGAT/ED/BE)** manages mechanisms for global field support and provides technical expertise and guidance to the field and USAID/W Bureaus on the design, implementation, monitoring, and evaluation of basic education policy, planning, and programs.

(2) The **Higher Education and Workforce Team (EGAT/ED/HEW)** manages mechanisms for global field support and provides technical expertise and guidance on both workforce development and secondary and tertiary education. University partnerships (between U.S. schools of higher education and partner institutions in developing and transition countries) are managed by the Team and funded by the EGAT Bureau budget. The team leader is the USAID liaison with the U.S. university community.

(3) The **Participant Training Team (EGAT/ED/PT)** manages mechanisms for global field support and provides technical expertise and guidance on the organization, management, and use of short-term training. The Team designs and maintains TraiNet to track and monitor participant trainees.

h. The **Office of Development Credit (EGAT/DC)** introduces and uses the Development Credit Authority (DCA) as an effective and prudent financing vehicle to accomplish a wide range of development goals and objectives. EGAT/DC conducts credit risk analyses needed to calculate the level of subsidy required for each credit-funded activity and to ensure prudent risk management of the overall Agency DCA portfolio. The Office is responsible for quality control of financing and economic analyses conducted by the Agency operating units regarding the use of DCA and provides technical assistance in the conduct and scope of these analyses as requested. The Office provides the necessary training and support to USAID staff and to potential implementing partners on the development, management, and use of credit as a source of project funding.

Supported by an attorney assigned to the Office of the General Counsel, a budget analyst in PPC/RA, and the M/CFO credit team, EGAT/DC ensures close coordination with the Office of Management and Budget (OMB) to ensure that USG credit guidelines are respected. Although Missions initiating DCA

supported projects assume responsibility for oversight and monitoring, EGAT/DC works with and through Missions to ensure effectiveness in this area.

i. The **Office of Natural Resources Management (EGAT/NRM)** is tasked with the oversight and management of Agency programs that affect the conservation and sustainable use of natural resources: forests, land, biodiversity, and water. EGAT/NRM provides analytical, technical, and project assistance support for programs in macro-environmental policy and program analysis, environmental quality management and pollution prevention programs, biodiversity, forestry management, and water and coastal resources management. EGAT/NRM coordinates its research and implementation activities with other donors, international organizations, and other USG agencies. The Office manages contract/grant mechanisms that enable Missions and regional Bureaus to access a wide range of technical expertise. EGAT/NRM develops tracking systems and impact indicators that permit analysis of the results of the activities. The Office trains new hires in the environmental area and provides continuous learning programs for USAID staff involved in environment programs. There are four teams in this Office.

(1) The **Land Resources Management Team (EGAT/NRM/LRM)** provides technical, analytical, and project assistance to promote land management systems that conserve or improve the quality of these resources while enhancing household and community incomes. The Team utilizes in-house staff and a variety of implementation mechanism. It also manages three Collaborative Research Support Programs (CRSPs) and provides technical oversight of several Consultative Group on International Agricultural Research (CGIAR) Centers.

(2) The **Water Team (EGAT/NRM/W)** provides technical, analytical, and project assistance to promote an integrated approach to water resource management for all purposes, human and environmental, utilizing in-house staff and several implementation mechanisms. The Team also manages one CRSP and provides technical oversight of two CGIAR centers (International Water Management Institute [IWMI] and International Center for Living Aquatic Resource Management [ICLARM]).

(3) The **Biodiversity Team (EGAT/NRM/B)** addresses the conservation of *in situ* biodiversity through technical, analytical, and project assistance worldwide, utilizing in-house staff and a variety of implementation mechanisms.

(4) The **Forestry Team (EGAT/NRM/F)** provides technical, analytical, and project assistance to support the conservation and sustainable use of the world's forests. The Team provides expertise in various forestry-related areas and provides technical oversight of two CGIAR centers

(Center for International Forestry Research [CIFOR] and International Center for Research in Agroforestry [ICRAF]).

j. The **Office of Environment and Science Policy (EGAT/ESP)** ensures USAID participation in international forums, treaties, and conventions on environment, agriculture, and science issues (e.g., the Convention on Desertification, the Intergovernmental Framework for Climate Change). The Office is the focal point for Agency involvement in science and technology and manages a portfolio of global agricultural policy and research activities that involve U.S.-based and international scientists. The Office monitors and advises Agency leadership regarding scientific and policy developments that impact Agency performance. EGAT/ESP provides oversight and financial management services for Agency involvement in the international agricultural research system, participating in the CGIAR governance and oversight structures and, as appropriate, taking similar roles in other such donor coordinating bodies. Interagency coordination with the CEQ, the Office of the Science and Technology Advisor at the Department of State, and the National Academy of Sciences are of particular importance. The Office is comprised of three teams.

(1) The **Multilateral Policy and Conventions Team (EGAT/ESP/MPC)** manages USAID engagement in a series of major environmental and agricultural undertakings, including the Convention on Biological Diversity, the Biosafety Protocol, agreements on endangered and invasive species, and other international engagements. The Team works across the Agency and with USG partners, NGOs, and international organizations pursuing consistent approaches multilaterally and within USAID's internal programs.

(2) The **International Research and Biotechnology Team (EGAT/ESP/IRB)** ensures oversight and coordination of the overall agriculture, environment, and natural research management research portfolio and, specifically, the Agency's Collaborative Agricultural Biotechnology (CABIO) Initiative which comprises a portfolio of research, policy, and regulatory activities, several of which the Team designs, implements, and monitors. The Team also manages various contract/grant mechanisms that enable Missions to tap into expertise to support efforts to apply biotechnology in research and production. The Team ensures adequate monitoring and reporting on USAID support for plant and animal biotechnology.

(3) The **Global Climate Change Team (EGAT/ESP/GCC)** is responsible for USAID's participation in forums that deal with the multisectoral issues of climate change, coordinating with the international organizations that have taken the lead on climate change mitigation (as well as with the Energy Team and its efforts to promote clean

technologies), and for analytical work that deepens our understanding of climate change and its impact on agriculture and the environment in developing and transition countries. The Team ensures oversight and reporting on USAID's activities in support of the U.S. Global Climate Change Initiative.

\*k. The **Office of Infrastructure and Engineering (EGAT/I&E)** provides technical leadership, field support and engineering services for the construction, installation, and effective use of critical economic infrastructure, specifically that of energy (fossil fuel and renewables), information/communication technologies, water sanitation, and transport. EGAT/I&E assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation priorities, and advises Agency leadership regarding technical developments that impact on Agency performance, e.g., designing and delivering energy programs that moderate or mitigate climate change, and conquering the digital divide that prevents people in developing and transition countries from participating in the global information economy.

The Office provides the relevant technical content and teaching staff for training programs and collaborates in the recruitment, selection, and training of new hires in infrastructure-related sectors and contributes to the training of new hires in the areas of economics, business, industry and private enterprise, human resources, education, and participant training. EGAT/I&E manages contract/grant mechanisms for Missions and regional Bureaus to access technical expertise and engineering services. The Office conducts research and manages research capacity-building activities involving networks of researchers and policy analysts in developing and transition countries, often working in partnership with non-governmental organizations and institutions of higher education. The Office coordinates its research and implementation agendas and other activities with other donors, international organizations, and other USG agencies. There are three teams within the Office.

\*(1) The **Energy Team (EGAT/I&E/E)** provides analytical, technical, and project assistance for programs in improved economic governance of the energy sector (e.g., regulation, commercialization, privatization, and public sector participation), energy policy, increased access to energy services, energy efficiency, pollution prevention, renewable energy, nuclear safety, environmentally sound energy development, and energy technology. The Energy Team is the focal point within USAID for broad interagency efforts such as the Clean Energy Initiative announced at the World Summit on Sustainable Development in 2002. The Energy Team works closely with field Missions and regional Bureaus in expanding access to energy services to increase economic growth, reduce poverty, protect the environment, and improve the quality of life in rural and urban communities. The Team is also responsible for USAID participation in the



Clean Energy Technology Exports Working Group, developing approaches in collaboration with Mission personnel to expand international knowledge of and demand for clean energy technologies.

\*(2) The **Information and Communications Technology Team (EGAT/I&E/ICT)** provides analytical, technical, and project assistance for programs that serve to expand the access of nations and populations to affordable information and communication technologies, including radios, telephones, the Internet, and computers as well as more specialized applications such as e-government, and smartcards and credit cards to support e-commerce. EGAT/I&E/ICT improves the availability and relevance of content delivered via various information and communication technologies to the challenges of development; and demonstrates that use of information and communication technologies can increase competitiveness, social cohesion and stability, and the spread of democratic values. The Information and Communications Technology Team is responsible for USAID participation in the U.S. response to the Digital Opportunity Task Force of the G-8 and other interagency initiatives to promote digital opportunity in the developing world.

\*(3) The **Engineering Services Team (EGAT/I&E/ES)** provides the following analytical, technical, and project assistance support to the Agency: (a) First response engineering capabilities in all infrastructure sectors for emergency/disaster response, and for conflict, post-conflict, and failed-state reconstruction and stabilization; (b) on-demand engineering services to all USAID Bureaus and field Missions to ensure effective oversight of all significant development infrastructure projects in transformational development states; (c) continuing education of USAID staff and host country counterparts on the role of infrastructure engineering in development, and on best engineering practices; and (d) an annual summary of the Agency's infrastructure activities. The EGAT/I&E/ES team focuses on providing civil and mechanical engineering services, principally in the areas of water supply and sanitation infrastructure, as well as transportation infrastructure such as roads, railways and terminals, seaports, and airports.

I. The **Office of Agriculture (EGAT/AG)** is tasked with the challenge of ensuring that the Agency's programs adequately address the challenge of growing food production, rising agricultural productivity, and sound management of the natural resource base necessary for agriculture. "Agriculture" includes activities relating to farming, fishing/aquaculture, livestock production, and forestry as well as the marketing and processing activities that are required before the products reach the consumer. EGAT/AG assists in the development, implementation, and evaluation of Agency policies, strategies, and resource allocation priorities regarding food and agriculture and monitors and advises

\* An asterisk indicates that the adjacent material is new or substantively revised.

Agency leadership regarding technical developments that impact on reducing hunger and poverty. The Office is responsible for the staffing of the Board for International Food and Agricultural Development (BIFAD) and the preparation of the annual Title XII Report to Congress. EGAT/AG trains new hires in agriculture and provides continuous learning programs for USAID staff involved in agricultural development.

The Office provides analytical, technical, and project assistance to support the implementation of two research and development programs that encourage collaboration among scientists and researchers in Israel and developing countries (the Collaborative Development Research program) and among scientists and researchers in Israel and the Middle East (the Middle East Research Collaboration program). The Israel Program unit manages competitive processes that result in one- to three-year grants, coordinates the signing and monitoring of some grants with the American Embassy/Tel Aviv and others with the M/OAA in Washington, and also provides regular monitoring and evaluation of the impact of the various research and development activities. EGAT/AG is comprised of three teams.

(1) The **Agriculture and Rural Policy/Governance Team (EGAT/AG/ARPG)** provides analytical, technical, and project assistance for programs that support development of agricultural and environmental policies, regulations, and institutions that foster good governance, promote technologies that improve productivity in the agricultural sector, and result in environmentally sustainable rural growth. The Team manages contracts and grants for worldwide use as well as research projects (International Food Policy Research Institute [IFPRI] and International Service for National Agriculture Research [ISNAR] and the Broadening Access and Strengthening Input-Market Systems, Collaborative Research Support Program [BASIS CRSP]). The Team includes the members of the Tropical Forest Conservation Act (TFCA) programs.

(2) The **Agricultural Technology Generation and Outreach Team (EGAT/AG/ATGO)** provides assistance focused on the improvement of yields in crop and livestock systems for reducing production costs, increasing profits, improving nutritional quality or other consumer benefits, reducing variability in output due to weather and pest attacks, etc. The Team collaborates regarding the use of biotechnology in plant and animal research and development efforts. The team leader provides coordination of the CRSP, convening CRSP Council meetings as necessary.

(3) The **Agribusiness and Markets Team (EGAT/AG/AM)** provides assistance in promoting the growth and efficiency of local, national, regional, and global markets for agricultural inputs and commodities. EGAT/AG/AM manages contract and grant instruments that enable the

Team to launch and assess pilot efforts as well as permit Missions to acquire technical assistance, training, and other advisory services to support country-based activities. The Team coordinates work on Sanitary and Phytosanitary (SPS) standards that affect agricultural commodities.

#### **101.3.1.15 Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA)**

The **Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)** provides technical leadership and expertise in coordinating USAID's democracy programs, international disaster assistance, emergency and developmental food aid, aid to manage and mitigate conflict, and volunteer programs. The Bureau also provides technical leadership, support, and advice in developing policy and programs to assist countries transitioning out of crisis and administers disaster assistance, preparedness and mitigation. The Bureau also provides capacity building for U.S. private voluntary organizations and aid to American schools and hospitals abroad. The Bureau provides technical advice and support to the USAID Administrator, the Agency's regional Bureaus, field Missions, PPC, and other operational offices with regard to these programs.

a. The **Office of the Assistant Administrator (AA/DCHA)** directs and supervises Bureau activities and provides policy and technical guidance and direction for activities within DCHA's area of responsibility. The AA chairs the Food Aid Consultative Group and serves as a member of the Food Assistance Policy Council.

b. The **Office of Program, Policy and Management (DCHA/PPM)** is composed of four teams.

(1) The Director's Team provides advice, guidance, and operational support to all Bureau senior managers on effective and efficient use of program, OE, and workforce resources; performance management; policy interpretation and compliance; program planning; administration; and evaluation. The team reviews internal operations to propose improvement; represents the Bureau program and budget to the Agency and to Congress; and serves as primary liaison with the OIG and GAO.

(2) The Acquisition, Finance and Budget Team allocates the Bureau's program and OE resources; develops the annual budget; maintains budgets for programs, travel, and supplies; and reviews requests for small purchases. The Team also reviews and coordinates responses to OIG audits; reconciles and certifies bills received for purchases made through the Agency credit card system; manages the Bureau's financial assets; and provides financial planning and allotment of administrative funds.

(3) The Management and Administration Team serves as the focal point for coordinating all administrative matters for the Bureau's direct-hire and non-direct-hire staff including, but not necessarily limited to, personnel, security, Equal Employment Opportunity (EEO) programs, awards, training, leave programs, special employment programs (Presidential Management Fellows (PMFs), interns, summer hires, etc.), procurement certification, ethics, emergency evacuation plans, Office of Workers' Compensation Program (OWCP) claims, and information management. The Team also provides administrative support functions to the Bureau, including coordinating logistical changes, phone and TED (electrical) changes, directory changes, requisitions for services, purchases for supplies, phone cards, cell phones, beepers, equipment repair and replacement, and establishing a duty officer roster. The Team serves as liaison between all DCHA offices and Agency service offices for required services to ensure that services requested are rendered; follow-up is performed for services requested but not immediately delivered; duplication of effort is eliminated; and coordination between Bureau offices is carried out. The Team ensures the propriety of requests made and that due dates are met.

(4) The Program Planning, Support and Evaluation Team formulates Bureau program policies, objectives, and guidelines; reviews assistance programs and projects; establishes policies and procedures for results monitoring and evaluation of program and project activities; and develops proposed Agency and USG policies, objectives, guidelines, and regulations relating to U.S. foreign disaster assistance, food aid, transition initiatives, private voluntary cooperation, and the American Schools and Hospitals Abroad (ASHA) programs. The Team also provides technical and operational "backstopping" for the Offices of Foreign Disaster Assistance, Food for Peace, Transition Initiatives, and ASHA.

c. The **Office of U.S. Foreign Disaster Assistance (DCHA/OFDA)** coordinates and ensures that the needs of disaster victims are met by providing all forms of relief and rehabilitation. DCHA/OFDA provides technical support to the Administrator, who serves as the President's Special Coordinator for International Disaster Assistance. The Office formulates U.S. foreign disaster assistance policy in coordination with other U.S. Government agencies. DCHA/OFDA works with national and international foreign affairs agencies, DOD, Department of State, UN agencies, international organizations, private voluntary organizations, and the private sector in disaster prevention, mitigation, preparedness, response, and rehabilitation. DCHA/OFDA funds and procures relief supplies and administrative support for short- and long-term disaster situations and provides humanitarian relief, rehabilitation, and reconstruction assistance to foreign disaster victims. There are three Divisions within DCHA/OFDA.

(1) The **Disaster Response and Mitigation Division**

**(DCHA/OFDA/DRM)** coordinates with USAID offices and others to provide relief supplies and humanitarian assistance. DCHA/OFDA/DRM plans for the level of response needed for an emergency and implements and manages U.S. Government disaster relief and rehabilitation programs worldwide. The Division devises, coordinates, and implements program strategies for the application of the most current science and technology to prevention, mitigation, and national and international preparedness for a variety of natural and man-made disaster situations. DCHA/OFDA/DRM evaluates the impact of previous disaster response initiatives/programs and ensures the integration of this information into future planning and response activities. The Division coordinates with other USAID geographic Bureaus' donor organizations, United Nations agencies, non-governmental organizations, and private voluntary organizations.

(2) The **Operations Division (DCHA/OFDA/OPS)** develops and manages logistical, operational, and technical support for disaster responses. The Division identifies sources for procurement of relief supplies and manages the stockpiling and transportation of those supplies. DCHA/OFDA/OPS maintains readiness to respond to emergencies through several mechanisms, including managing Search and Rescue (SAR) Teams, maintaining the operational status of the Ground Operations Team (GO Team), and developing and maintaining the Office's capability to field Disaster Assistance Response Teams (DART) and Response Management Teams (RMT) in Washington. DCHA/OFDA/OPS develops and maintains DCHA/OFDA's relationship with the Department of Defense, the Federal Emergency Management Agency, the Department of State, and the Department of Energy.

(3) The **Program Support Division (DCHA/OFDA/PS)** provides programmatic and administrative support, including budget/financial services, procurement planning, contract/grant administration, general administrative support, and communication support for both DCHA/OFDA Washington and its field offices. DCHA/OFDA/PS supports the OFDA mission by providing centralized control of funds, resources, and procurement to facilitate the time-sensitive delivery of relief assistance. The Division also maintains and develops administrative and programmatic policy as it relates to DCHA/OFDA programs.

d. The **Office of Food for Peace (DCHA/FFP)** provides leadership, coordination, and operational support for international food activities. DCHA/FFP develops U.S. Government policy, formal positions, and funding levels for grants and cooperative agreements to the World Food Program (WFP), non-

governmental organizations (NGOs), and in selected instances governments, implementing food programs. There are four Divisions within DCHA/FFP.

(1) The **Emergency Programs Division (DCHA/FFP/EP)** and the **Development Programs Division (DCHA/FFP/DP)** perform similar functions with different orientations with respect to Pub.L. 480 Title II resources: EP Division provides assistance for emergency operations, while DP Division provides support for Agency food security and developmental objectives. The Divisions implement legislation and policies governing the donation of U.S. agricultural commodities under Titles II and III of Pub.L. 480.

(2) The **Program Operations Division (DCHA/FFP/POD)** prepares the Agency's consolidated Pub.L. 480 Title II and III budget request and acts as the focal point within DCHA for policy regarding the availability of commodities and funding for the Title II donation program. The Division manages a budget of over a billion dollars annually. The Division also oversees the procurement and shipping of over two million metric tons of food annually.

(3) The **Policy and Technical Division (DCHA/FFP/PTD)** provides technical and policy support to the Director, and the Emergency Programs, Development Programs, and Program Operations Divisions. The Famine Early Warning System is also part of this Division.

e. The **Office of Private-Voluntary Cooperation-American Schools & Hospitals Abroad (DCHA/PVCASHA)** is the focal point for the Agency's relationship with private and voluntary organizations and U.S. private citizens. The Office promotes policy formulation on issues of concern to the NGO community and provides assistance to schools, libraries, and hospital centers for medical education and research outside the U.S. The Office provides leadership, direction, outreach, management, and coordination. There are three Divisions in this Office.

(1) The **American Schools & Hospitals Division (DCHA/PVCASHA/ASHA)**, in accordance with FAA Section 214, provides assistance to schools, libraries, and hospital centers for medical education and research outside the United States founded or sponsored by United States citizens and serving as study and demonstration centers for U.S. ideas and practices. This Division is charged with overall administration of this worldwide program and advises on policy and program matters pertaining to assistance to American schools and hospitals abroad. DCHA/PVCASHA/ASHA develops criteria establishing eligibility requirements for assistance and prepares the budget request relating to the level of assistance required to support the ASHA program. The

Division evaluates requests for assistance, ranging from budget deficit support to capital improvements, including the construction of complex medical and teaching facilities. DCHA/PVCASHA/ASHA negotiates and executes grants and grant amendments. The Division monitors grantees' activities to ensure that the purposes of grants are achieved and that grant terms and conditions are in compliance. DCHA/PVCASHA/ASHA arranges for periodic overseas inspections of ASHA facilities for the purpose of assisting institutions in attaining more efficient operations and recommending necessary action in connection with the initiation, supervision, and completion of construction projects.

(2) The **Policy Planning and Outreach Division (DCHA/PVCASHA/PPO)** serves as the information and policy center for DCHA/PVCASHA, providing performance monitoring and analytical information to improve the design and impact of NGO programs. It manages DCHA/PVCASHA's budget, registration of U.S. PVOs and promotes and facilitates the exchange of information within the Agency and among U.S., international, and local NGOs.

(3) The **Program Development and Management Division (DCHA/PVCASHA/PDM)** uses policy and analytical findings to develop innovative, effective DCHA/PVCASHA programs designed to strengthen local NGOs and cooperatives in USAID countries. The Division manages and monitors grantee activities to ensure achievement of grant purposes consonant with the terms and conditions of grant agreements.

f. The **Office of Transition Initiatives (DCHA/OTI)** supports local partners to advance peace and democracy in priority conflict-prone countries. At the request of and in coordination with the Congress, Department of State, and the appropriate in-country U.S. Ambassadors and USAID field Missions, DCHA/OTI seizes critical windows of opportunity to provide on-the-ground, fast, flexible, catalytic short-term assistance that promotes movement toward political and social stability and democracy. DCHA/OTI programs in such countries should continue until reasonable stability is established and an effective hand-off is completed to longer-term institutional development efforts.

(1) The Management and Program Operations Team enhances and facilitates OTI activities worldwide by contributing to OTI's strategic plan and managing OTI's policy formulation; monitoring and evaluation of activities; internal communications and public outreach; budget formulation; tracking and reconciliation; procurement planning and processing; and general operations support and administrative services.

(2) The Field Operations Team develops and oversees OTI country programs, including country strategies, program design, implementation, and donor coordination; and conducts liaison with USAID Bureaus, field Missions, and other USG agencies to ensure policy compliance and coordination.

g. The **Office of Democracy and Governance (DCHA/DG)** maintains four functional Divisions corresponding to the four functional areas of emphasis -- civil society, elections and political process, governance, and rule of law and one strategic planning Division -- strategies and research. These Divisions manage mechanisms for global field support, provide technical expertise and guidance to the field and USAID/W offices, and promote objectives. The Program and Information Staff reports directly to the Office Director, who directs and supervises Office activities and provides policy and technical guidance and direction for democracy and governance activities. The Program and Information Staff coordinates the development and presentation of the Office's democracy program; administers the budget; monitors the performance of the strategic objectives and operating plan; implements the communications plan; and oversees the Agency democracy database.

(1) The **Civil Society Division (DCHA/DG/CS)** supports activities that build the capacity of civic groups, professional associations, and other non-governmental advocacy groups that build public demand for democracy and good governance, including assistance to independent media and trade unions.

(2) The **Elections and Political Process Division (DCHA/DG/EPP)** supports activities that strengthen the organizational capacity and professionalism of political parties so they can better represent their constituencies as well as provide support to electoral administration bodies, voter education, and election monitoring activities.

(3) The **Governance Division (DCHA/DG/G)** supports activities to improve the accountability, transparency, and responsiveness of governing institutions and processes in areas of anti-corruption, democratic local governance and decentralization, legislative strengthening, civil-military relations, and assisting governments implement policy reforms.

(4) The **Rule of Law Division (DCHA/DG/ROL)** supports activities that improve legal frameworks, codify human rights, reform justice-sector institutions, increase citizens' access to justice, and work with civil society organizations that advocate for justice-sector reform.



(5) The **Strategies and Research Division (DCHA/DG/SAR)** provides technical assistance for field support and democracy programs in USAID/W and the field; assesses and evaluates programs and activities; identifies global research needs and lessons learned in furthering the state-of-the-art knowledge; and backstops Mission democracy programs.

h. The **Office of Conflict Management and Mitigation (DCHA/CMM)** provides technical leadership and field support for USAID programs designed to help countries at risk of violent conflict. The Office develops instruments that allow field Missions to access technical assistance in this field. Staff provides expert advice directly to USAID Missions and the State Department and represents the Agency at international conferences on conflict.

i. The **Office of Volunteers for Prosperity (DCHA/VfP)** promotes, expands, and enhances well-defined volunteer service opportunities for highly skilled U.S. professionals who wish to work with nongovernmental and voluntary service organizations around the world in support of major U.S. prosperity initiatives, including providing clean water to the poor, promoting democratic governance, developing economic freedom, promoting free and open markets, and stemming the spread of HIV/AIDS. Such promotion, expansion, and enhancement includes actively participating in the design and selection processes for grants within the Agency; advising on those processes or grants within the other USG agencies involved with VfP; tracking the use of U.S. private volunteer organizations; and coordinating with White House Offices including the USA Freedom Corps, the Office of National AIDS Policy, and the Office of Faith-Based and Community Initiatives, as appropriate. DCHA/VfP also liaises with the White House and other Agency offices or units; serves as Secretariat to the USA Freedom Corps for inter-agency and other meetings and events; promotes the initiative to the public; answers questions from prospective volunteers and participating PVOs; identifies constraints to participation in the program and resolves them; coordinates with other agencies, such as the Departments of State, Health and Human Services, Commerce, Millennium Challenge Account (MCA), etc.; coordinates with other Presidential initiatives; coordinates with PPC on the Online Presidential Initiatives Network (OPIN) data system; and manages the USAID Volunteers for Prosperity web site.

\*j. The **Office of Military Affairs (DCHA/OMA)** addresses areas of common interests between defense and development, with a focus on improving civilian-military field readiness, programs and coordination. Program areas of common interest include, but may not be limited to, humanitarian assistance, the global war on terrorism, strategic communications, conflict prevention and mitigation, counterinsurgency, post-conflict reconstruction and stabilization, and transformational development. The Office serves as the Agency-wide unit for managing the day-to-day aspects of the USAID-military relationship. DCHA/OMA consists of two Divisions.

\* An asterisk indicates that the adjacent material is new or substantively revised.

\*(1) The **Planning Division (DCHA/OMA/PD)** serves as the overall coordination unit for managing the day-to-day aspects of the USAID-military relationship, and for planning and developing effective operations. This includes developing a joint information network; prioritizing requests for participation in events, exchanges and exercises; and overseeing program planning and development for priority regions and countries. The Division coordinates USAID civilian-military planning and analysis with the Pentagon, the State Department Office of the Coordinator for Reconstruction and Stabilization, and other USG departments and agencies. DCHA/OMA/PD manages training programs for selected military and civilian audiences; develops guidance on USAID and NGOs for use in the civilian-military context; and develops and manages staff, budgets, contracts, grants and other mechanisms required to perform Division duties, including program development, planning, training and exercises. Finally, the Division serves as the base for Agency personnel trained in the war colleges or other DOD institutes.

\*(2) The **Operations Division (DCHA/OMA/OPD)** serves as the lead unit to develop operational readiness, leadership and coordinated response capacity for field operations requiring joint USAID-military action. The Division's function include developing a network of contacts in the military as needed for operational readiness; supporting combatant commands (COCOMs) during major operations; and liaising with the Planning Division to develop a joint planning capacity within the COCOMs. DCHA/OMA/OPD develops and leads the implementation of annual work plans with regional and functional commands; develops and maintains at least two rapid deployment teams that manage emergency responses; and develops a common logistics platform with DCHA/OFDA, field Missions, and DOD for reconstruction and stabilization initiatives. DCHA/OMA/OPD keeps USAID Bureaus informed of pending and ongoing field operations involving the U.S. military; works with NGO and military personnel and organizations to strengthen field coordination; and develops a leadership training program, including long-term and short-term modules.

### **101.3.1.16 Regional Bureaus**

The **Regional Bureaus** design, implement, and evaluate regional and country strategies and programs within four specific regions:

- a. Bureau for Africa (AFR);
- b. Bureau for Asia and the Near East (ANE);
- c. Bureau for Latin America and the Caribbean (LAC); and
- d. Bureau for Europe and Eurasia (E&E).

\* An asterisk indicates that the adjacent material is new or substantively revised.

**101.3.1.17 Bureau for Africa (AFR)**

a. The **Office of the Assistant Administrator (AA/AFR)** directs and supervises the activities of the Bureau and its overseas organizations. AA/AFR exercises responsibility for the formulation, approval, and authorization of economic assistance programs and projects; presentation of the Bureau's program and budget to Congress; approval and direction of the allocation of resources among AFR Offices and Missions; implementation of AFR programs and projects; and the furtherance of diversity and increased opportunities for Bureau staff and sources contracted by the Bureau.

The Office includes the Assistant Administrator (AA) and two Deputy Assistant Administrators (DAAs) who serve as alter egos to the AA on matters affecting Bureau operations.

b. The **Administrative Management Staff (AFR/AMS)** provides advice regarding Bureau structure, administrative processes, and resources. AFR/AMS represents the Bureau in management activities such as personnel assignment, organization management, and administrative support. AFR/AMS develops administrative policies and procedures for the Bureau and implements actions regarding personnel; property and space planning and allocation; travel; security; responses to Freedom of Information Act inquiries; and telephone and personnel directories.

c. The **Office of Sudan Programs (AFR/SP)** serves as the locus of responsibility and coordination for all matters related to Sudan, including policy and strategy; project and non-project assistance, analysis, monitoring, implementation, and review; personnel and budgeting; external relations and information; and donor coordination. The Office manages USAID/W participation in the development process, conducts analyses, reviews activities for program impact and country performance, and coordinates with other donors. The Office Director has principal decision-making authority, as delegated from the AA/AFR, for project and non-project assistance proposals for Sudan. The Office Director also plays an active role in inter-Agency processes that determine USG assistance policy for Sudan, and coordinates closely with officials at the State Department, OMB, and NSC. The country development staff in the Office has the lead role in providing coordination and backstopping support for the Sudan mission in Nairobi, Kenya and Khartoum. The staff also coordinates support for country strategic plan development and manages the review and approval process as well as participates in and advises on donor relations and meetings.

d. The three **Geographic Offices** serve as the locus of responsibility and coordination for country-related matters, including policy and strategy; project, non-project, and food aid development, analysis, monitoring, implementation, and review; personnel and budgeting; external relations and information; and donor coordination. These offices manage USAID/W participation in the development process, conduct analyses, review activities for program impact and country performance, and coordinate

\* An asterisk indicates that the adjacent material is new or substantively revised.

with other donors. The Office Directors have principal decision-making authority, as delegated from the AA/AFR, for project and non-project assistance proposals. The country development staffs within the Geographic Offices have the lead role in providing coordination and backstopping support for Missions. These staffs coordinate support for country strategic plan development and manage the review and approval process. They also participate in and advise on donor relations and meetings.

(1) The **Office of East African Affairs (AFR/EA)** supports programs in Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Tanzania, Uganda, Democratic Republic of Congo, and the Regional Economic Development Services Office in Nairobi, Kenya.

(2) The **Office of West African Affairs (AFR/WA)** supports programs in Benin, Ghana, Guinea, Liberia, Mali, Nigeria, and Senegal.

The Program Analysis Staff in AFR/EA and the Program Support and Economic Analysis Staff in AFR/WA manage economic, sectoral, and cross-sectoral research and analysis, and develop and maintain economic and social databases for their respective Geographic Offices. They coordinate all project and non-project assistance design activities in the AFR portfolio, ensuring compliance with established policies, procedures, and regulations as they relate to project design, approval, and implementation. In addition, these staffs coordinate the preparation of individual country Congressional Presentation submissions; coordinate the annual budget cycle; and monitor country program financial data. They work with AFR/AMS and other Bureau offices to meet Mission staffing requirements.

(3) The **Office of Southern African Affairs (AFR/SA)** supports programs in Angola, Botswana, Malawi, Mozambique, Namibia, South Africa, Zambia, Zimbabwe, and the Regional Center for Southern Africa located in Botswana. There are three Teams providing coordination of AFR/SA programs.

(a) The Low-Income Countries Team coordinates bilateral programs in Angola, Malawi, Mozambique, and Zambia.

(b) The Middle Income Countries Team coordinates bilateral programs in Namibia, South Africa, and Zimbabwe.

(c) The Regional and Program Analysis Team manages economic, sectoral, and cross-sectoral research and analysis and develops and maintains economic and social databases for the southern African programs. It coordinates all project and non-project assistance design activities in the Southern Africa region, ensuring compliance with established policies, procedures, and regulations as they relate to project design, approval, and implementation. This Team coordinates inputs for

key budget-cycle documents, including the Annual Report and Congressional Notifications. It also provides USAID/W coordination for the Initiative for Southern Africa that is implemented by the Regional Center for Southern Africa. This Team coordinates activities for non-presence programs in Lesotho and Swaziland and other multi-country programs such as disaster response.

e. The **Office of Development Planning (AFR/DP)** provides leadership for Bureau strategy and policy development and oversees development and monitoring of the Development Fund for Africa (DFA) Action Plan. AFR/DP identifies and addresses cross-cutting development issues, manages the allocation and tracking of budget resources, assesses the impact of assistance, coordinates assistance with other donors, and provides guidance on overall program and budgeting strategy and policies. It is composed of two Divisions and two staff offices.

(1) The Project and Food Policy Staff manages and performs quality oversight of Bureau policies concerning project design and implementation, as well as food aid policy development. This unit monitors compliance with guidance on project issues and assesses the quality of implementation of delegations of authority. It establishes food aid policies and program strategy; prepares Africa-specific guidance; and negotiates, tracks, monitors, and maintains the Bureau food aid budget.

(2) The OE Budget and Financial Management Staff manages the OE budget allocation and tracking system and prepares OE budget allowances. The staff participates in budget responses and reclaims on OE for the Bureau for Management and OMB. It also provides financial management services and counsel and participates on design and evaluation assessment teams to provide financial management expertise. The unit serves as the Bureau's audit and investigation liaison; oversees participation, response, and implementation of audit recommendations; and manages the internal control assessment process and the audit management and resolution program.

(3) The **Program Analysis and Budget Division (AFR/DP/PAB)** manages the Bureau budget processes and coordinates preparation of the Congressional Presentation. AFR/DP/PAB prepares budget responses and reclaims for the Bureau for Management and OMB; monitors and tracks compliance with congressional interests; coordinates preparation for and follow-up to congressional hearings and prepares responses to legislative reporting requirements; and tracks and reports on the status of legislation and congressional views and organizes and participates in briefings for Hill staff.

(4) The **Policy, Outreach, Strategy and Evaluation Division (AFR/DP/POSE)** develops and monitors implementation of the Bureau for Africa strategy, as set forth in the DFA Action Plan. AFR/DP/POSE develops program

strategy and policy guidance for the region, adapting Agency policies for Africa. In addition, AFR/DP/POSE prepares issue papers and assists the field with strategic concept papers; evaluates program performance and assists Missions in organizing a program assessment system; and participates in country project/non-project reviews and assessments of program impact, coordinating with PPC/DEI on Agency program evaluation activities. The Division also acts as the Bureau focal point for outreach activities, managing the Bureau for Africa Information Center.

f. The **Office of Sustainable Development (AFR/SD)** provides leadership on African development issues through analysis, strategy development, program design, technical assistance, advocacy, and information dissemination in areas of capacity building, institutional strengthening, partnership development, information technology, social sciences, democracy and governance, natural resources management and environment, agriculture, population, HIV/AIDS, health, nutrition, education, and crisis mitigation and recovery. The Office manages a set of strategic objectives that help guide overseas operating units in making decisions about strategic choices, program design, implementation, and monitoring and evaluation; supports, encourages, and strengthens the performance of African regional institutions and other international organizations; and leads the Bureau's strategic thinking in technical areas. AFR/SD also reviews performance by operating units and programs within the Bureau and advises AFR/DP on appropriate allocation of resources to them. AFR/SD is comprised of a staff office and three divisions.

(1) The Health, Population, Nutrition and AIDS Staff engages in programs in policy research, capacity building, institutional strengthening, and dissemination of best practices, to ensure that Africans can build a healthy, sustainable future for themselves. Programs focus on extending healthcare services, protecting maternal and child health, conveying family planning information, expanding immunization, and directly confronting the HIV/AIDS crisis.

(2) The **Economic Growth, Environment and Agriculture Division (AFR/SD/EGEA)** provides support for USAID Missions to accelerate growth and reduce poverty and to combat hunger and environmental degradation in Africa. These include promoting new agricultural methods and technologies, expansion of markets, use of innovative environmental measurement tools, and natural resources management techniques, aimed at sustainably increasing African incomes and social stability. The Division builds local capacity, strengthens African institutions, and supports African networks of policy analysts, policy makers, and business people in order to promote policy relevant research. It also applies the Internet and related technologies to promote accelerated, sustainable, and equitable growth.

(3) The **Education Division (AFR/SD/ED)** programs support education activities in Africa, with a special emphasis on the education of girls and women, distance learning and innovative technologies, education for democracy, and mitigating the impact of HIV/AIDS on students and teachers. Division programs engage in policy research, capacity building, institutional strengthening, and dissemination of best practices. The Division provides strategic guidance to Missions as they design and evaluate their basic education programs.

(4) The **Communication, Peacebuilding and Governance Division (AFR/SD/CPG)** programs engage in policy research, capacity building, institutional strengthening, and dissemination of best practices. The Division works to prevent and mitigate the effects of conflict by linking crisis management with long-term development programs and by helping African nations integrate democracy and good governance principles across development sectors to consolidate democracy and good governance in their societies. These programs are designed to enable Africa to avoid crises, while ensuring more accountable, effective, and responsive public service systems.

#### **101.3.1.18 Bureau for Asia and the Near East (ANE)**

a. The **Office of the Assistant Administrator (AA/ANE)** directs and supervises the activities of the Bureau and its overseas organizations. AA/ANE formulates, approves, and authorizes U.S. development assistance programs and projects; presents the ANE Bureau's program and budget to Congress; and approves and directs the allocation of resources among ANE Offices and Missions. AA/ANE implements ANE programs and projects; monitors performance under loan and grant agreements, contracts, and other operating agreements; and takes or recommends required remedial action. The AA serves as the USAID representative on joint commissions, subcommittees, and working groups involved in the ANE region. AA/ANE also houses the administrative team, which ensures that all management and administrative support services for the Bureau are in place and maintained, providing expert personnel and administrative counsel and assistance to the AA/ANE and senior Bureau managers, and ensuring Bureau compliance with appropriate statutes, policies, and procedures.

b. The **Office of Strategic Planning and Operations (ANE/SPO)** develops and monitors implementation of the Bureau's overall strategy, and serves as the Bureau's principal point of contact and coordination on all aspects related to the Agency's strategic planning and budgeting requirements. ANE/SPO leads the preparation of the Bureau Budget Submission and the Congressional Presentation; plans, manages, and controls the Bureau budget allocation system for Development Assistance (DA), Economic Support Fund (ESF), and Title II food accounts; and supervises analytical and technical inputs and review of ANE programs. ANE/SPO supports the development and management of activities for regional and non-presence programs, and provides donor coordination and external relations with general public, constituency groups,

Congress, and other U.S. Government entities when issues are not country specific or relate to technical subjects. The Office is comprised of two Divisions.

(1) The **Strategic Planning and Program Management Division (ANE/SPO/SPPM)** develops policy guidance for the region; adapts Agency policies as they relate to specific ANE programs; and advises and supports Missions in the preparation of country and program strategies and associated monitoring and implementation arrangements. In coordination with the Budget Division, SPO/SPPM leads the development of the Bureau's annual report and BPBS. In coordination with ANE geographic offices, the Division identifies and implements ANE regional programs, including the Bureau's Program Development and Learning (PD&L) budget; as required by special consideration, identifies and implements activities in countries where there is no USAID resident mission; and provides procurement planning for the Bureau's Washington-based program funds.

(2) The **Budget Division (ANE/SPO/B)** consolidates multi-country data with Agency and legislative requests to prepare the overall ANE Bureau budget submission; coordinates the planning, execution, management, and tracking to the ANE Bureau's program budget and PD&L budget; prepares reclaims for the State Department and Office of Management and Budget (OMB); and manages the Congressional Notification preparation and submission process. The Division also provides technical guidance and assistance on budget related matters to Missions and Bureau offices; monitors and tracks compliance with congressional interests; and coordinates maintenance of activity codes and special interests systems. ANE/SPO/B coordinates preparation for congressional hearings, briefings and Qs&As; prepares responses to legislative requirements; tracks and prepares reports on the status of legislation and congressional views; and organizes and participates in briefings for Hill staff.

c. The **Office of Technical Support (ANE/TS)** provides leadership on development issues in the ANE region through analysis, strategy development, program design, technical assistance, and information dissemination in the areas of economics, productive sector development, information technology, social sciences, democracy and governance, natural resources management and environment, agriculture, population, HIV/AIDS, health, nutrition, education, and conflict mitigation. The Office leads the Bureau's strategic thinking in technical areas, reviews the performance of Bureau offices and programs, and advises ANE offices on the appropriate allocation of resources. The Office serves as the Bureau's principal point of contact and coordination on all substantive technical aspects of programs in sectors of assigned specialization. It monitors development trends in the region, recommending new strategic directions for the Bureau, including engagement in new areas, as well as the allocation of resources between sectors. ANE/TS recommends new directions for Bureau programs and conducts sectoral analyses and pilot efforts to guide the Bureau's planning processes and new program development. It helps Missions develop new



country strategic plans; conducts periodic reviews of Mission program performance; and provides technical oversight of Mission programs. ANE/TS makes recommendations for how Bureau resources should be allocated among Missions and prioritizes sectoral programs throughout the region. The Office maintains close liaison with other USAID Bureaus to provide technical services to Missions; provides technical input for country strategies, impact evaluation, and implementation activities; and supports Missions in formulating strategies and developing programs, especially in new sectoral areas. ANE/TS advises the Bureau's Administrative Officers on skill requirements and personnel qualifications for all Bureau technical positions, assignments, and recruitment.

d. The four **Geographic Offices** provide liaison and backstopping functions for ANE field posts. The Geographic Offices coordinate and lead the review and approval of all proposed assistance in presence countries, and the strategy development as well as the review and approval of all proposed assistance in non-presence countries, from the standpoint of suitability to the country or area development situation and contribution to the achievement of results as specified in the strategy. The Offices also coordinate and lead the review and follow-up of country program strategies, Annual Report Reviews, field Congressional Presentation input, Congressional Notifications, and other documentation presented for USAID/Washington review and approval. The Offices serve as the USAID/Washington principal point of contact with the Agency's external audiences and respond to stakeholder inquiries and requirements for information. The Offices interact with Department of State geographic offices to ensure mutual understanding and meshing of foreign policy goals, program objectives, and individual agency administrative requirements, and to coordinate USAID participation and representation in USAID/Washington at multilateral and other donor meetings on area countries, particularly the annual Consultative Group meetings. Other frequent interactions include those with the U.S. Office of Management and Budget, the Treasury Department, the National Security Council, the Department of Defense, and other U.S. Federal departments and agencies, as well as bilateral and multilateral donors, and the Embassies of Asian and Near Eastern countries.

(1) The **Office of East Asian Affairs (ANE/EAA)** supports and coordinates the bilateral and regional activities in the countries of Cambodia, Indonesia, Mongolia, Philippines, Vietnam, East Timor, and the Regional Mission in Thailand. In addition, the Desks are the key link for bilateral and regional activities in the countries of Burma, China (including Tibet), Laos, North Korea, and the South Pacific Islands. The Office acts as the interface for other bilateral and multilateral donor programs in all of the above countries.

(2) The **Office of South Asian Affairs (ANE/SAA)** supports and coordinates the bilateral and regional activities in the countries of India, Bangladesh, Nepal, Sri Lanka, Pakistan, and Afghanistan. In addition, the desks are the key link for bilateral and regional activities in the countries of Bhutan and the Maldives

Islands. The Office acts as the interface for other bilateral and multilateral donor programs in all of the above countries.

(3) The **Office of Middle East Affairs (ANE/MEA)** provides effective and efficient headquarters guidance and support to USAID activities and programs in the Middle East region. Egypt, Jordan, Lebanon, Morocco, West Bank/Gaza, and Yemen are USAID posts with a combination of DA, ESF, and International Development Assistance (IDA)-funded programs. Algeria, Israel, and Tunisia are posts where ESF-funded activities continue to operate. Also, the Office leads coordination with the Department of State's Bureau for Near East and Asia on U.S. Government initiatives that transcend national boundaries and seek to achieve results that benefit the entire region.

(4) The **Office of Iraq Reconstruction (ANE/IR)** provides headquarters guidance and support to USAID activities in Iraq. The Iraq reconstruction program is the largest and most intensive effort that the United States has mounted since the Marshall Plan. This particularly demanding program requires close coordination with the National Security Council and the Department of Defense in addition to the regular liaison functions performed at the headquarters level.

#### **101.3.1.19 Bureau for Latin America and the Caribbean (LAC)**

a. The **Office of the Assistant Administrator (AA/LAC)** directs and supervises the activities of the Bureau and its overseas organizations. AA/LAC formulates, approves, and authorizes U.S. development assistance programs and projects; presents the LAC Bureau's program and budget to Congress; approves and directs the allocation of resources among LAC Offices in Washington and LAC Missions Overseas; and implements LAC programs and projects. AA/LAC also promotes diversity and increased opportunities for Bureau staff.

The Office of the Assistant Administrator includes the AA, two Deputy Assistant Administrators (DAAs), a Special Advisor for Presidential and Bureau Initiatives, a Senior Advisor for Cuba, a Senior Advisor for Transnational Emergencies and Disasters, a Special Assistant, two Secretaries, and four Administrative Officers. The DAAs serve as alter egos to the AA on matters affecting Bureau operations.

b. The **Strategy and Program Office (LAC/SPO)** provides leadership, guidance, and advice to the Bureau on overall development planning, program and budget requirements, policy formulation, broad management implications, and implementation strategies. The Office also provides leadership and assistance to Missions in developing strategies, activity evaluations, and performance management systems, as well as in analyzing country, regional, sector, and activity-level impact of proposed strategies and development assistance activities.

The Office develops and manages the Bureau's program and Operating Expense budget allocation process; provides advice on economic trends, policy concerns, and program effectiveness issues; ensures consistency of programs with Agency and Bureau policies, strategies, and priorities; and serves as the focal point of all Bureau outreach activities. LAC/SPO is also responsible for management oversight of the design, review, approval, implementation, and central administration of all LAC bilateral and regional activities.

c. The **Office of Regional Sustainable Development (LAC/RSD)** provides technical leadership and liaison, regional expertise, sectoral strategies, and advice in the areas of economic growth, agriculture, and trade; democracy and governance; education and human resources; population and health; and the environment. The Office designs, implements, and evaluates selected regional projects and is organized into five teams.

(1) The Broad-Based Economic Growth Team supports economic growth issues including sectoral policy; trade, exports, and markets; agriculture and rural development; micro-enterprise, small business and remittances; financial markets and privatization; legal and regulatory reform; and food security. The team coordinates the technical aspects of food aid programs with DCHA and collaborates with the environment team on habitat preservation, biological diversity, environmental protection, and pollution control and abatement.

(2) The Democracy and Governance Team supports rule of law and human rights; violence and conflict prevention; civil-military relations; participation and decentralization; governance and accountability; civil society; and political processes such as elections support.

(3) The Education and Human Resources Team supports basic education, secondary and vocational education; education policy reform, teacher training, and participant training; and provides advice and support for education and training functions.

(4) The Population, Health, and Nutrition Team supports issues related to family planning and reproductive health; child survival; maternal health; HIV/AIDS; health sector policy reform; tropical and infectious diseases; and sustainability of program impacts.

(5) The Environment Team supports technical areas related to environmental protection; conservation of tropical forests; urban and industrial pollution; energy; pest and pesticide management; global climate change; and coastal resource management. The Team implements Regulation 216, an environmental regulatory function; and collaborates closely with staff responsible for the broad-based economic growth area in agricultural resource management and

environmental regulatory policy related to hemispheric free trade objectives to ensure that production, growth, and income objectives are efficiently pursued.

d. The **Geographic Offices** coordinate country-related matters, including policy and strategy; project, non-project, and food aid development, analysis, monitoring, implementation, and review; personnel and budgeting; external relations and information; and donor coordination. The Geographic Offices manage USAID/W participation in the development process; conduct analyses and review activities for program impact and country performance; and coordinate with other donors. The Offices provide coordination and backstopping support for Missions and also coordinate support for country strategic plan development, review, and approval. There are three Geographic Offices for LAC.

(1) The **Office of South American Affairs (LAC/SA)** supports programs in Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, Uruguay, and Venezuela.

(2) The **Office of Caribbean Affairs (LAC/CAR)** supports programs in Barbados, Dominican Republic, Guyana, Haiti, Jamaica, and Caribbean Regional Programs.

(3) The **Office of Central American and Mexican Affairs (LAC/CAM)** supports programs in Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, and Central American Regional Programs.

#### **101.3.1.20 Bureau for Europe and Eurasia (E&E)**

a. The **Office of the Assistant Administrator (AA/E&E)** directs and supervises the programs of the Bureau and its overseas organizations. AA/E&E formulates regional and sub-regional policies and strategies; approves bilateral and regional programs; together with the State Department Coordinator, allocates program resources among countries and offices; presents the Bureau budget to Congress; and acts as spokesperson for USAID programs in Eastern Europe and Eurasia.

Two Deputy Assistant Administrators (DAAs) oversee the work of the E&E Bureau. One Deputy Assistant Administrator is responsible for the overall management and operation of the Bureau including financial, personnel, and activity design. In addition, the DAA supervises the policy, strategy, and program resource allocation functions and the Office of Eurasian Affairs. The DAA acts as the Assistant Administrator in the absence of the incumbent and represents the E&E Bureau on the Senior Management Group Panel. The second Deputy Assistant Administrator is responsible for the supervision of the Democracy, Governance, and Social Transition Office of the Bureau. In addition, the DAA supervises the Offices of Economic Growth and European Country Affairs.

b. The **Management Office (E&E/MO)** develops and maintains procedures, policies, and financial, information, and administrative systems that streamline overall program operations and enhance the effective implementation of USAID programs in field Missions and Washington. The Office is composed of two subordinate Divisions: Administrative and Information Services (E&E/MO/AIS) and Financial Services (E&E/MO/FS).

(1) The **Administrative and Information Services Division (E&E/MO/AIS)** is responsible for a wide range of operational and administrative support and information management functions. E&E/MO/AIS's Administrative Management Services (AMS) Team ensures that all management and administrative support services for E&E Bureau are expeditiously put in place and solidly maintained. The Team provides advice and assistance to AA/E&E and senior Bureau management in support of Washington and overseas administrative/management support activities. Working closely with the Bureau for Management, the AMS Team manages the human resource assignment and development process; Bureau organizational structure and workforce planning process; logistical support requirements of the Washington office facility and overseas Missions; and compliance with Government-wide and Agency-wide reporting requirements. E&E/MO/AIS's Information Services Team activities include development and maintenance of critical Bureau information management systems and databases; and maintenance of regularly scheduled distribution of a range of reports required by the Agency, Bureau, and field staff, including quarterly financial pipeline reports, and FSA and SEED reports. The Team also is responsible for web site development, training for operating units in information technology (IT) applications, and IT procurement.

(2) The **Financial Services Division (E&E/MO/FS)** is responsible for a wide range of financial support functions. E&E/MO/FS is responsible for management of Bureau program funds and operating expenses (OE) and audit management for the Bureau, including GAO and OIG. The Division also tracks vouchers for Bureau-managed activities, coordinates assistance in implementation of the Agency's procurement and accounting systems, and has the lead for Federal Managers Financial Integrity Act (FMFIA) issues and certification. The Division serves as principal Bureau liaison with OMB, PPC/RA, M, and LPA on budget implementation issues. The Division directs Bureau budget implementation processes, including the preparation of guidance on funds apportionment, allowance, distribution, and tracking and on Congressional Notification. E&E/MO/FS develops and implements the processes by which E&E will work with pillar Bureaus in funding E&E projects transferred to them; coordinates Mission information on field support requests with pillar Bureaus; and tracks and reconciles program and OE funds deobligations and identifies funds available for reobligation. The Division also serves as a Bureau resource (e.g., providing

Phoenix support and roles assignment), ensures compliance with appropriate budgeting procedures, and administers inter-agency transfers.

c. The **Program Office (E&E/PO)** ensures that USAID programs in the E&E region address foreign policy and Administration assistance priorities, as well as Agency policies and the needs of the region. The office also monitors country and program progress toward achieving transition objectives and works with the State Department Assistance Coordinator to ensure appropriate program budget allocation. To do this, E&E/PO directs region-wide strategic planning, program policy development, program budget planning, performance monitoring, reporting, and evaluation, as well as support for project development and implementation, for the 27 active country programs and residual programs in non-presence and graduated countries in the Europe and Eurasia region. E&E/PO also tracks foreign assistance legislation, prepares Bureau officials to testify before Congress, responds to congressional concerns and directives, and addresses issues raised in the context of USAID's relations with other donors. E&E/PO develops systems and guidance to facilitate the necessary integration of the above considerations into country program strategies and budgets, and supports program evaluation and knowledge-sharing about program results throughout the region. There are two Divisions within this Office.

(1) The **Strategic Planning and Analysis Division (E&E/PO/SPA)** develops the Bureau-wide strategic framework for E&E programs; provides advice and guidance in developing country strategic plans; manages the pre-strategy consultation process; prepares parameters guidance to Missions; and takes the lead in Bureau review and approval of these plans. The Division also monitors economic, democratic, and social trends in the region and identifies emerging country performance trends across sectors. The Division liaises with the Bureau for Policy and Program Coordination with regard to Agency strategy and policy development and implementation; develops and implements Bureau analytical and evaluation agendas; ensures dissemination of findings; recommends program responses; helps the Bureau to ensure sound and timely evaluation of programs; and works to ensure an efficient, effective process by which relevant program knowledge can be shared across countries and used to improve programs. The Division also conceptualizes options leading to agreement on criteria for country assistance graduation. E&E/PO/SPA prepares congressional testimony and other strategic documents, and serves as central coordination point for issues involving other donors.

(2) The **Program Planning and Project Development Division (E&E/PO/PPPD)** leads the Bureau in program budget planning, performance monitoring, review, and reporting, as well as in support for project development and implementation. The Division prepares the Bureau Program Budget Submission, Congressional Budget Justification, and various program budget analyses, working with Washington and Mission offices and the Assistance Coordinator to guide the Bureau in the program budget formulation and

maintenance process. The Division is responsible for reviewing country program progress to ensure appropriate oversight, and, together with Bureau operating units, for making recommendations regarding program budget allocation for Mission and regional programs. The Division also coordinates Bureau preparation of the Agency's and the Assistance Coordinator's annual reports.

E&E/PO/PPPD is responsible for broad implementation support for USAID activities: assistance with designing activities for field Missions and E&E/Washington; developing Bureau policy guidance and assisting operating units with activity design, graduation and program close-out planning, and post-presence program approval; and developing and disseminating information on "best practices" in the implementation of Bureau operating systems and procedures. The Division also advises, trains, and assists the Bureau on performance monitoring plan preparation and on meeting Agency programming requirements as put forth in the Agency's Automated Directives System.

The Division tracks relevant legislation, responds to congressional concerns, prepares Bureau officials to testify before Congress, and ensures responsiveness to legislative directives. E&E/PO/PPPD also coordinates the Bureau's response to unsolicited proposals.

d. The **Office of Eurasian Affairs (E&E/EA)** provides USAID/Washington with resident expertise on Eurasia country conditions and on USAID's programs in those countries. E&E/EA has responsibility for communication and information flow, representation, input to program policy and strategy coordination, and program coordination for the countries in this area. The Office consists of four country "desk" teams: Russia Team, which supports Russia programs; Central Asian Republics Team, which supports Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan programs; West NIS Team, which supports Ukraine, Moldova, and Belarus programs; and the Caucasus Team, which supports Armenia, Georgia, and Azerbaijan programs.

e. The **Office of European Country Affairs (E&E/ECA)** has responsibility for communication and information flow, representation, input to program policy and strategy coordination, project coordination, and limited project management for the countries or provinces in Europe. The Office has four teams: Program Support; South Eastern Europe; the Balkans; and Regional Non-Presence. E&E/ECA provides "desk" support for E&E's Missions in Eastern Europe and serves as the central liaison office between field Missions/Offices and USAID/W senior management. E&E/ECA provides leadership in E&E on regional matters, including the Stability Pact and the Southeast Europe Cooperation Initiative (SECI) and coordination with the European Union.

f. The **Office of Economic Growth (E&E/EG)** provides technical and strategic expertise to E&E in support of the Bureau's core objective of creating functional market economies in the former socialist states of Eastern Europe and Eurasia. Specifically, the Office focuses on macroeconomic policy reform, economic restructuring, energy and

infrastructure reform, and private sector development, and on developing the microeconomic foundations required to sustain competitive economic growth. E&E/EG designs and manages a limited number of regionally funded programs as well as certain bilaterally funded activities that have unique E&E foreign policy or technical dimensions. This Office is the Missions' principal interlocutor with EGAT. E&E/EG oversees the economic growth portfolio of the region to ensure that the objectives of the Bureau and Agency are met and that the formulation and implementation of country economic growth programs are consistent with the policies and strategies of the Bureau and the Agency. The Office facilitates communication among economic growth officers across the region and provides technical and other support to these officers and their Missions.

The Office is responsible for coordinating with State Department's Office of the Coordinator for Europe and Eurasia, with the National Security Council, with various other USG departments and agencies, as well as with other donors on all matters affecting economic growth activities in the region. The Office also facilitates and in certain instances manages partnerships and alliances with industry and NGO groups. The organizational structure consists of two technical Divisions plus the Bureau Environmental Officer. The Bureau Environmental Officer and staff report to the Director and carry out the Agency Regulatory 216 requirements concerning environment assessment and compliance.

(1) The **Market Transition Division (E&E/EG/MT)** focuses on the development of sound macroeconomic and microeconomic reforms to assist the transition from centrally controlled, command economies to market economies. The areas of concentration include 1) improving the business environment through promulgation and implementation of good commercial law, legal and regulatory reform, and confronting corruption; 2) improving the competitiveness of small- and medium-sized businesses through work with industry clusters, commercial law, and accounting improvements; 3) strengthening financial intermediation through work with banks and securities markets and their regulators (including combating financial crimes) and with non-bank financial services (including municipal bond markets, housing finance, insurance, and leasing); and 4) privatization. The Division manages USAID's 10 Enterprise Funds.

(2) The **Energy and Infrastructure Division (E&E/EG/EI)** focuses on the development of economically and environmentally sound energy and infrastructure systems that can support economic growth and market development. Areas of concentration include energy production and policy, regulatory and pricing reform, sector restructuring, regulatory reform, energy efficiency, and infrastructure systems including water, transport, information communication technology, and nuclear safety.



g. The **Office of Democracy, Governance and Social Transition (E&E/DGST)** provides the Bureau and the field Missions with technical and strategic expertise on policy and strategies; program design, development, implementation, monitoring, and evaluation; and program management for democracy and governance and social transitions, especially marginalized populations, health, labor, and social safety nets. The Office also directly manages some regional activities. The Office has three teams, which serve as the Bureau's key technical liaison in their respective fields with the pillar Bureaus, PPC, other USG agencies (particularly the Department of State, the Department of Justice, and the Department of Labor), other international actors, and external stakeholders. The Office also works with other parts of the Bureau and Agency on crosscutting issues, such as corruption, conflict management, etc.

(1) The Democracy and Governance Team provides strategic, political, and technical advice and support to the transition to democracy and democratic governance (D/G): rule of law (including human rights, judicial independence, administrative law, procedural reform, and legal professionalism), good democratic governance (particularly at the local level), civil society (including NGOs and independent media), and democratic political processes (including political parties, electoral administration, and legislative strengthening).

(2) The Social Transition Team provides strategic, political, and technical advice to support the social transition from centralized communist systems to free market, democratic systems. It also includes technical advice and support on reforming service delivery systems related to social safety net restructuring, unemployment, education, and labor markets.

(3) The Health Team provides strategic, political, and technical advice on health care, community-based service delivery, women's health services and family planning, and emerging/reemerging infectious diseases and longer-term health system reform.

### **101.3.2 Overseas Organizations**

USAID manages a wide variety of U.S. foreign economic and humanitarian assistance programs in the developing world, Central and Eastern Europe, and the new independent states of the former Soviet Union.

#### **101.3.2.1 USAID Bilateral Country Missions**

USAID bilateral country Missions are established when the U.S. assistance program is continuing, ranging from minor programs with a single focus to major programs with multiple types of assistance within several sectors. Missions are categorized as small, medium, full, and full support depending on the scope and complexity of their programs, and their program and staff levels. Responsibility for establishing and achieving

strategic objectives lies with the organization. Essential services such as program development, problem analysis, project design, program/budget documentation, implementation monitoring, financial management, and administrative/logistical support are provided internally at full and full support Missions and most medium Missions. Small Missions receive support as needed from full support Missions or Regional Service Centers.

#### **101.3.2.2 Offices of the USAID Representative**

Overseas bilateral Missions that have two or fewer U.S. direct hire employees are titled as Offices of the USAID Representative. Their principal officer is the USAID Representative. These Offices have the same characteristics as small bilateral Missions and look to full and full support Missions for many essential services.

#### **101.3.2.3 USAID Centers for Multi-Country Programs and Support**

USAID centers for multi-country programs administer USAID activities and provide support involving multiple countries. Examples include

- a. Regional Economic Development Services Offices (REDSOs),
- \*b. Regional Platform Missions,
- \*c. Regional Program Missions, and
- d. Regional Service Centers (RSCs).

#### **101.3.2.4 USAID Bureau for Democracy, Conflict, and Humanitarian Assistance Presence**

**The Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA) represents the Agency at the World Food Programs office in Italy and maintains programs both with and without U.S. direct hire presence throughout the world where humanitarian assistance is needed.**

#### **101.3.2.5 USAID Representation Offices**

USAID Representation offices are maintained by the Bureau for Policy and Program Coordination (PPC) in four international organizations:

- a. Office of AID Coordination/Geneva,
- b. Development Assistance Committee/Paris,
- c. Office of Development Cooperation/Tokyo, and

\* An asterisk indicates that the adjacent material is new or substantively revised.

- d. European Commission Coordination/Belgium.

### **101.3.2.6 Field Offices of the Inspector General**

The field offices of the Office of the Inspector General carry out a comprehensive program of audits and investigations. These Offices include

- a. Regional Inspector General for Audit offices, and
- b. Investigative Field Offices.

### **\*101.3.3 Overall Organizational Approaches For USAID**

To meet the challenges of the twenty first century, USAID is organized to provide assistance to countries so that its resource allocations are aligned with its strategic objectives. (See **ADS 201.3**)

#### **\*101.3.3.1 Country Focus**

USAID uses the following models to implement country programs (see **ADS 201.3, Alternative Approaches to Managing Programs**):

- **Model A (No Specific Country Framework, Strategy Statement, Operational Plan, and In-Country USDH Staff).** Model A represents the least amount of USAID country-level management effort and may be adequate when the nature and scope of activities require limited coordination and oversight. In this model specific activities are implemented but are not governed by country-level SOs. All activities are governed by Strategy Statements and Operational Plans of USAID Washington Operating Units or presence country Missions.
- **Model B (Specific Country Framework but No Country Strategy Statement or Operational Plan).** In Model B, Bureaus improve coordination and effectiveness by means of sub-bureau planning frameworks with country-level goals. All activities, including planning, implementation, and reporting, must be managed under a Regional or Pillar Bureau Strategy Statement by the Operating Unit responsible for that statement.
- **Model C (Country-level Strategy Statement and Operational Plan, Annual Report Prepared outside of Country, but No In-country USDH Staff).** Bureaus choose Model C when additional visibility and higher USAID management intensity are useful and when dedicated staff can be assigned to manage achievement of the SOs. This model does include a country-level Strategy Statement and Operational Plan, with one or more Strategic Objectives and corresponding operating year budget (OYB) representing funding for the SOs.

\* An asterisk indicates that the adjacent material is new or substantively revised.

- **Model D (Country-level Strategy Statement and Operational Plan, Annual Report Prepared In-Country, and In-Country USDH Staff).** Model D represents the traditional “presence” country approach, where full-time, in-country staff conducts the full range of planning, achieving, and assessing and learning functions.
- **Model E (Sub-Regional Framework and country Level Strategy Statement, Operational Plan, Annual Report, Projected OYB funding, and In-Country USDH Staff).** Model E is appropriate where a region-wide strategic approach is warranted, but USAID most effectively implements activities and achieves results at the country level. Activities are planned and goals are established under a sub-bureau (or regional) planning framework, which is part of the Regional Strategic Framework.

#### **\*101.3.3.2 Allocation of USAID Resources**

USAID allocates its resources according to the Core Strategic Goal (See **ADS 201.3**) that best characterizes the country program and a strategic budgeting approach encompassing program performance and country need. The approach aligns budgetary availabilities with staffing needs on the basis of Mission Management Assessments and workforce modeling.

### **101.4 MANDATORY REFERENCES**

#### **101.4.1 External Mandatory References**

- [Executive Order 12163](#), "Administration of Foreign Assistance and Related Functions," as amended March 31, 1999
- Foreign Affairs Reform and Restructuring Act of 1998, as contained in [Public Law 105-277](#), 112 Stat. 2681-761 et seq., October 21, 1998
- The Foreign Assistance Act of 1961, as amended ([22 U.S.C. Sec. 2151](#), et seq.)
- Reorganization Plan and Report submitted pursuant to Section 1601 of the Foreign Affairs Reform and Restructuring Act of 1998, as contained in [Public Law 105-277](#)
- State Department Delegation of Authority No. 145, as amended

#### **101.4.2 Internal Mandatory References**

- [ADS Chapter 200 Series](#)

\* An asterisk indicates that the adjacent material is new or substantively revised.

b. Agency Reorganization Decision Memorandums, August, 2001

## **101.5 ADDITIONAL HELP**

## **101.6 DEFINITIONS**

The terms and definitions listed below have been included in the ADS Glossary. See the [ADS Glossary](#) for all ADS terms and definitions.

### **participation**

The active engagement of partners and customers in sharing ideas, committing time and resources, making decisions, and taking action to bring about a desired development objective. (Chapter 101)

### **partner**

An organization or individual with which/whom the Agency collaborates to achieve mutually agreed upon objectives and to secure participation of ultimate customers. Partners include host country governments, private voluntary organizations, indigenous and other international non-government organizations, universities, other U.S. Government agencies, the United Nations and other multilateral organizations, professional and business associations, and private businesses. (Chapters 101 and 102)

### **partnership**

An association between USAID, its partners and customers based on mutual respect, complementary strengths, and shared commitment to achieve mutually agreed upon objectives. (Chapters 101 and 102)

### **sustainable development**

Continued economic and social progress that rests on four key principles: improved quality of life for both current and future generations; responsible stewardship of the natural resource base; broad-based participation in political and economic life; and effective institutions that are transparent, accountable, responsive, and capable of managing change without relying on continued external support. The ultimate measure of success of sustainable development programs is to reach a point where improvements in the quality of life and environment are such that external assistance is no longer necessary and can be replaced with new forms of diplomacy, cooperation, and commerce. (Chapter 101)

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